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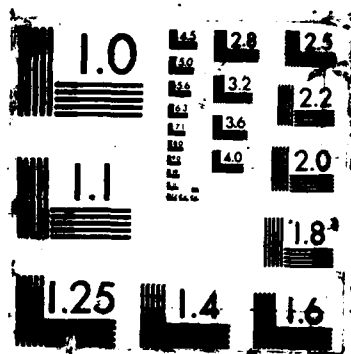
ASSIGNMENT HISTORY OF SENIOR SERVICE SCHOOL GRADUATES
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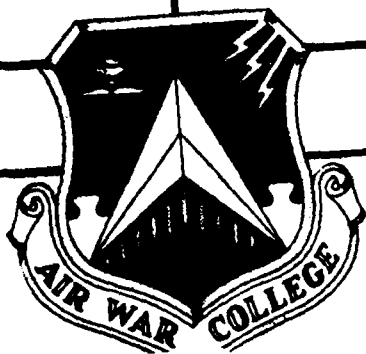
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AIR WAR COLLEGE

RESEARCH REPORT

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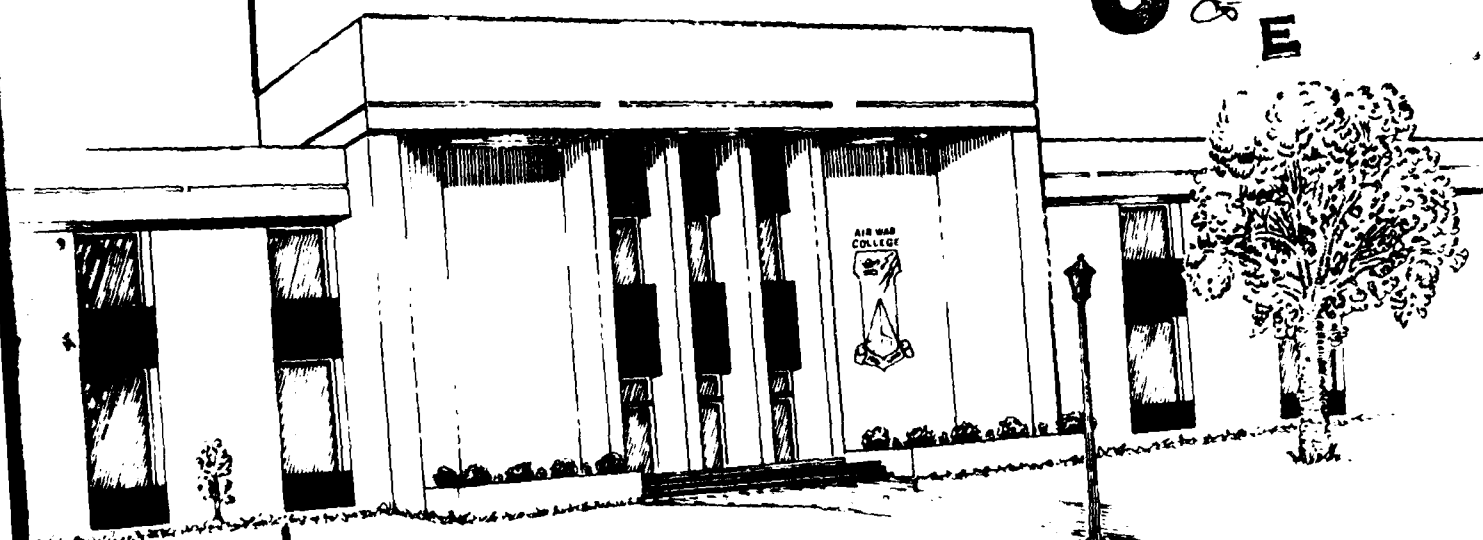
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ASSIGNMENT HISTORY OF SENIOR SERVICE SCHOOL
GRADUATES (1982-1986)

By LIEUTENANT COLONEL WILLIAM C. HENNY, LIEUTENANT
COLONEL JERRY D. HOKKANEN, AND LIEUTENANT COL-
ONEL MICHAEL W. LODEN

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UNITED STATES AIR FORCE
MAXWELL AIR FORCE BASE, ALABAMA

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AIR WAR COLLEGE
AIR UNIVERSITY

ASSIGNMENT HISTORY
OF
SENIOR SERVICE SCHOOL GRADUATES
(1982-1986)

by

William C. Henny
Lieutenant Colonel, USAF

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Michael W. Loden
Lieutenant Colonel, USAF

A RESEARCH REPORT SUBMITTED TO THE FACULTY
IN
FULFILLMENT OF THE RESEARCH
REQUIREMENT

Research Advisor: Colonel Walter E. Hines

MAXWELL AIR FORCE BASE, ALABAMA

May 1987

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AIR WAR COLLEGE REPORT ABSTRACT

TITLE: ASSIGNMENT HISTORY OF SENIOR SERVICE SCHOOL GRADUATES
(1982-1986)

AUTHORS: Lieutenant Colonels William Henny, Jerry D. Hokkanen,
and Michael W. Loden

There is a perception among many Air Force officers that Air War College graduates do not receive assignments of the same caliber following graduation or at a level comparable to those received by Air Force graduates of other senior service schools; i.e., National War College, Army War College, Naval War College, Industrial College of the Armed Forces, etc.

The Air War College faculty sponsored this research study primarily to establish an assignment history data base for use in future studies of this nature, and secondarily, to make an objective comparison of assignments received by graduates.

The study establishes the data base desired as shown by the tables of data contained in this report. An objective evaluation of the follow-on assignments for senior service school graduates is presented graphically in this report.

BIOGRAPHICAL SKETCH

LIEUTENANT COLONEL WILLIAM C. HENNY

Lieutenant Colonel William C. Henny received his commission from AFROTC in 1967, upon graduation from Arizona State University with a degree in business. He attended pilot training at Williams AFB, AZ. Following graduation in 1968, he served tours in the KC-135 followed by the RF-4C. He served TDY in Thailand followed by a one year tour as an Air Operations Briefer at HQ USSAG/7AF. After serving as a Flight Commander and Instructor Pilot in the RF-4C he was assigned to the initial cadre of TAC's Red Flag Staff. In 1978, he became Aide/Executive Officer to the Commander 12 AF and subsequently served as Aide to CINC NORAD. In 1981, he was assigned to ATC and Williams AFB where he subsequently served as a flight commander, section commander, operations officer and commander of the 96FTS. His professional education includes Squadron Officer School and Air Command and Staff College. He holds a Master of Business Administration from Golden Gate University. Colonel Henny is a graduate of the Air War College, Class of 1987.

BIOGRAPHICAL SKETCH

LIEUTENANT COLONEL JERRY HOKKANEN

Lieutenant Colonel Jerry Hokkanen was commissioned in November 1966 upon graduation from Officer Training School. He attended pilot training at Laughlin AFB, TX. Following graduation in 1967, he flew a tour in the F-100 at Tuy Hoa AB, RVN. In 1970, he returned to the states as an instructor pilot of both undergraduate pilot training and pilot instructor training at Randolph AFB, TX. He completed his tour at Randolph with an ASTRA assignment at AFMPC in 1973. He returned to fighter operations in the F-4 with assignments at Udorn RTAFB, Thailand and Ramstein AB, Germany. In 1977, he was assigned to the initial cadre of F-15 pilots at Bitburg AB, Germany. In 1980, he continued to fly the F-15 as a member of the Headquarters USAFE IG team. In 1981, Colonel Hokkanen returned to AFMPC as Chief of the Operations Division, colonel assignments. He served as Commander 9th Tactical Fighter Squadron, Holloman AFB, NM, flying the F-15 prior to attending Air War College. His professional education includes Squadron Officer School and Air Command and Staff College. He holds a master of arts in guidance and counseling from Ball State University. Colonel Hokkanen is a graduate of the Air War College, Class of 1987.

BIOGRAPHICAL SKETCH

LIEUTENANT COLONEL MICHAEL W. LODEN

Lieutenant Colonel Michael W. Loden received his commission from AFROTC in 1968, upon graduation from Mississippi State University with a degree in Mathematics. He attended undergraduate pilot training at Laredo AFB, TX. Following graduation in 1969, he was assigned to Columbus AFB, MS as a T-38 instructor pilot. He continued his flying career at Randolph AFB, TX as a T-38 pilot instructor training instructor. He received an assignment to the F-4 in 1975, and flew F-4's at Homestead AFB, FL, Korat AB, Thailand, Kadena AB, Japan, and Seymour-Johnson AFB, NC. Colonel Loden then served on the TAC staff working in fighter assignments and was the Chief of the Rated Management branch. He attended Armed Forces Staff College in 1982, and upon graduation was assigned to the F-16 at Hill AFB, UT. At Hill AFB, he served as a squadron operations officer. From 1982-1984, Colonel Loden was the Commander of the 310th Tactical Fighter Training Squadron (F-16) at Luke AFB, AZ. His professional education includes Squadron Officer School, Marine Command and Staff College, and Armed Forces Staff College. He has a Masters of Public Administration degree from Auburn University. Colonel Loden is a graduate of the Air War College, Class of 1987.

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CHAPTER I

INTRODUCTION

The purpose of this research project is to analyze initial assignments of Air Force officers graduating from senior service school to show the level and type of assignments received. To do this, assignments for graduates of classes 1982-1986 from Air War College (AWC), National War College (NWC), Industrial College of the Armed Forces (ICAF), Army War College, Navy War College, and foreign schools were reviewed and analyzed.

This study will fill a void in research. A similar study of senior service school graduates was conducted at the Air War College in 1984 for classes 1975-1982, i.e., "Assignment History of Senior Service School Graduates (1975-1982)," AU-AWC-84-062. The study is sponsored by the Air War College in an effort to quantify the perception held among many Air Force officers that Air War College graduates do not receive assignments of the same caliber as or at a level comparable to those received by Air Force graduates of other senior service schools. The Secretary of the Air Force has expressed a desire to change this perception of follow-on assignment practice and has decreed that the Air War College should be the premier military senior service school. Furthermore, the Secretary has declared on several occasions that henceforth, the graduates of the Air War College would receive assignments within the Air

Force at least on a par with, if not better than, graduates of other senior service schools.

Objectives of the Study

The objectives of our study are twofold. The first is to develop a data base for future Air War College studies concerning the assignment of senior service school graduates. The second is to objectively determine what assignments Air War College graduates receive when compared to graduates of other senior service schools. These objectives are similar to the study of 1984. In addition, we have adopted several of the recommendations of that study. First, we have expanded on its data base and have stored the data on computer disks. This will allow other studies to be conducted with our data base. We agreed with the suggestion to compile separate data on colonels (including colonel-selects) and lieutenant colonels. Assignments for these two grades are handled differently which could foster slanted data and dubious conclusions. We also prepared a separate comparison based on aeronautical rating.

The most significant departure from the earlier study is our effort to evaluate the assignments using objective parameters only. This study will not attempt to place a value, good or bad, on assignments received. There are far too many variables in the assignment process for this approach to be viable. Moreover, no attempt has been nor will be made to consider what the individual desires were in the assignment process.

Assumptions

We applied several assumptions in the course of this study: They are enumerated as follows:

1. The officers studied in this project represent an above average group of colonels and lieutenant colonels within the Air Force and, therefore, do not reflect assignment characteristics of the force as a whole.
2. National Defense University graduates may desire and receive more consideration for assignment within the Washington D.C. area, since their families often are already located there and the officers are readily available for job shopping, interviews, etc.
3. The Air Force contingent of annual senior service school classes is more often than not too small to allow the use of sophisticated analytical models.
4. The personal desires of graduating students would not add in a substantive way to our conclusions and therefore are not considered in this study.
5. Since assignments for both colonels and colonels-select are managed by the same AFMPC office, they are considered to be one group for purposes of the study.

Thesis

This research project will show the type and level of assignment for officers graduating from senior service school during the period 1982-1986. The study will provide an objective analysis of assignment history. As stated earlier, there will be no subjective analysis of the assignment process.

The end product will include a data base for the period indicated, to be used as a point of departure for future study. The study period is significant in that the 1986 class was the last class to receive assignments prior to enactment of the DOD Reorganization Act of 1986.

ANALYSIS AND METHODOLOGY

(Examination of the records of senior service school graduates yielded a review of 1455 active duty record extracts as indicated below:)

TABLE 1-1

Study Population by Senior Service School

	<u>AWC</u>	<u>NWC</u>	<u>ICAF</u>	<u>OTHER</u>	<u>ARMY</u>	<u>NAVY</u>
82	135	39	52	12	14	12
83	171	41	50	11	16	15
84	158	41	56	11	16	13
85	154	44	58	11	16	12
86	<u>151</u>	<u>44</u>	<u>60</u>	<u>6</u>	<u>15</u>	<u>14</u>
	769	216	276	51	77	66

The record extracts contained standard identification data (name, SSAN, etc.) in addition to the assignment history of each individual before and after attending senior service school. Assignment history included, among other things, DAFSC, duty title, command level of assignment, and effective date of the duty assignment. This data was hand-tallied and formed the focus of our attention for the study.

We made no attempt to reconcile official Air War College graduation rosters on a by-name basis with the data reflected in the officer personnel system since, for the purpose of this

study, the data base of 1455 record extracts was ample. However, it is apparent that within the data accuracy bounds of the officer personnel system, some graduates are not contained in our study (retirement, death, etc.). We expect that number to be so small as to be statistically insignificant.

The analysis of the assignments of senior service school graduates focused entirely on the first assignment after graduation. This report will therefore, show the type and level of assignment for the first assignment of Air Force officers graduating from senior service school from 1982-1986. Six different categories of officers will be addressed: colonel and colonel-select pilots, navigators, and support officers and lieutenant colonel pilots, navigators, and support officers.

Assignment categories include:

Wing Commander: Any officer assigned to command a wing.

Wing Vice Commander: Self-explanatory

Group Commander: Any officer assigned to command a group to include Base Commander/Combat Support Group Commander.

DO/DM/RM: Any officer assigned as a Deputy Commander for Operations/Maintenance/Resource management.

Joint: Any officer assigned to a position categorized as Departmental (DOD)/Joint by the Air Force Personnel data system.

Air Staff: Any officer assigned to a Headquarters Air Force billet.

MAJCOM: Any officer assigned to a major air command headquarters position.

NAF/AD/CTR/PME: Any officer assigned to a numbered air force headquarters, an air division, a center position such as AFMPC, a special operating agency such as the Air Force Academy or the Air War College faculty.

Wing and below: Any officer assigned to a wing or squadron excluding DO/DM/RM and squadron commander. For colonel and colonel-select the Assistant Deputy Commander for Operations is included in this category.

Wing ADO: Any lieutenant colonel assigned to the Assistant Deputy Commander for Operations position. (This category is for lieutenant colonels only).

Squadron Commander: Any officer assigned to command a squadron.

The categorization was mutually exclusive; i.e., an individual was counted in only one category. For example, while a Deputy Commander for Operations might be at wing level, an individual assigned to that position is reflected under the "DO" category only and not in the wing and below category.

We also made every attempt to determine if the officers were assigned to an organization in a "holding pattern," waiting for a predetermined vacancy to occur. Most noticeable were officers initially assigned as "pilots," awaiting Assistant Deputy Commander for Operations or Squadron Commander positions. Another common case was the Deputy Commander who became the Commander, or an officer assigned to a wing and

below position moved subsequently into the DM position. In these instances, we elected to count the officer in the final position he assumed if the timeframe was six months or less following graduation from senior service school. This allowed accommodation of the "holding pattern" or of weapon system requalification and familiarization requirements. If, however, the individual was still in the original position more than six months after graduation, he was categorized in the lower position. This methodology was applied to all individuals.

Each annual graduating class will be addressed individually with a chapter dedicated to that particular year. Officers graduating from Army War College, Navy War College, and foreign senior service schools have been included in our tables, but have not been portrayed graphically on charts. Their numbers are so small that they would not be significant when expressed as a percentage. Additionally, navigators are included in the tables and on some of the charts but are not portrayed graphically as a group for the same reason.

The four-part format for chapters 2 through 6 will be as follows:

1. A table showing assignments for colonels and colonels-select.
2. A series of charts outlining assignments for colonels and colonels-select from each senior service school.

3. A table showing assignments for lieutenant colonels.

4. A series of charts outlining assignments for lieutenant colonels from each senior service school.

Chapter 7 provides an analysis of cumulative assignment history for the years 1982-1986. This analysis examines assignments to Joint and Air Staff positions along with other matters of current and anticipated interest.

Chapter 8 contains our conclusions.

CHAPTER II

This chapter addresses the assignments for officers graduating from senior service school in 1982. Table 2-1 is a breakout of all assignments for colonels and colonel-select by senior service school and the type/level of assignment. Charts 2-1 thru 2-6 graphically depict these assignments for each of the six categories of colonels/colonels-select.

Table 2-2 is a breakout of all assignments for lieutenant colonels by senior service school and the type/level of assignment. Charts 2-7 thru 2-12 graphically depict these assignments. Percentage figures are rounded to the nearest whole percent and therefore may not total 100 percent.

Throughout the chapters in this study, data for graduates of the Army and Navy colleges and the foreign service schools are not depicted separately on charts due to the small numbers involved. Their statistics are, however, included in the tables throughout the study.

TABLE 2-1
SSS CLASS OF 1982
COLONEL AND COLONEL SELECT ASSIGNMENTS

PILOTS	NVC		AWC		ICAF		OTHER		ARMY		NAF	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	2	6	0	0	0	0	0	0	1	25
Group Commander	1	7	2	6	1	10	2	100	0	0	0	0
DO/DW/RM	1	7	7	20	2	20	0	0	1	20	0	0
Joint	0	0	1	11	1	10	0	0	0	0	0	0
Air Staff	7	47	7	20	4	40	0	0	3	60	3	75
NAUCOM	2	13	2	6	1	10	0	0	0	0	0	0
NAF/AD/CTA/PME	3	20	5	14	0	0	0	0	1	20	0	0
Wing & Below	1	7	6	17	1	10	0	0	0	0	0	0
Sub-Total:	15		35		10		2		5		4	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	0	0	0	0	0	0	0	0	0	0
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
DO/DW/RM	0	0	1	25	0	0	0	0	0	0	0	0
Joint	0	0	1	25	0	0	0	0	0	0	0	0
Air Staff	1	50	0	0	0	0	0	0	0	0	0	0
NAUCOM	0	0	1	25	0	0	0	0	0	0	0	0
NAF/AD/CTA/PME	1	50	1	25	0	0	0	0	1	100	0	0
Wing & Below	0	0	0	0	1	100	0	0	0	0	0	0
Sub-Total:	2		4		1		0		1		0	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	1	13	1	8	0	0	0	0	0	0	1	33
Group Commander	1	13	1	8	1	6	0	0	0	0	0	0
DO/DW/RM	0	0	2	15	0	0	0	0	0	0	0	0
Joint	0	0	3	23	2	12	1	100	0	0	2	67
Air Staff	2	25	1	8	9	53	0	0	0	0	0	0
NAUCOM	0	0	4	31	2	12	0	0	1	100	0	0
NAF/AD/CTA/PME	2	25	1	8	3	18	0	0	0	0	0	0
Wing & Below	2	25	0	0	0	0	0	0	0	0	0	0
Sub-Total:	8		13		17		1		1		3	
Grand Total:	25		52		28		3		7		7	

Charts 2-1 through 2-3 are graphic representations of the assignments for colonel and colonel-select pilot graduates from AWC, NWC, and ICAF in 1982.

No officer from this group received an assignment as a Wing Commander. However, two officers from AWC received assignments as Wing Vice Commanders (six percent). Of interest in this group are the number and percentage of Air Staff assignments: AWC 7, 20 percent; NWC 7, 46 percent; and ICAF 4, 40 percent.

Also of interest are the number and percentage of Joint assignments: AWC 4, 11 percent; NWC 0, 0 percent; and ICAF 1, 10 percent.

AIR WAR COLLEGE--1982

COLONEL--PILOTS

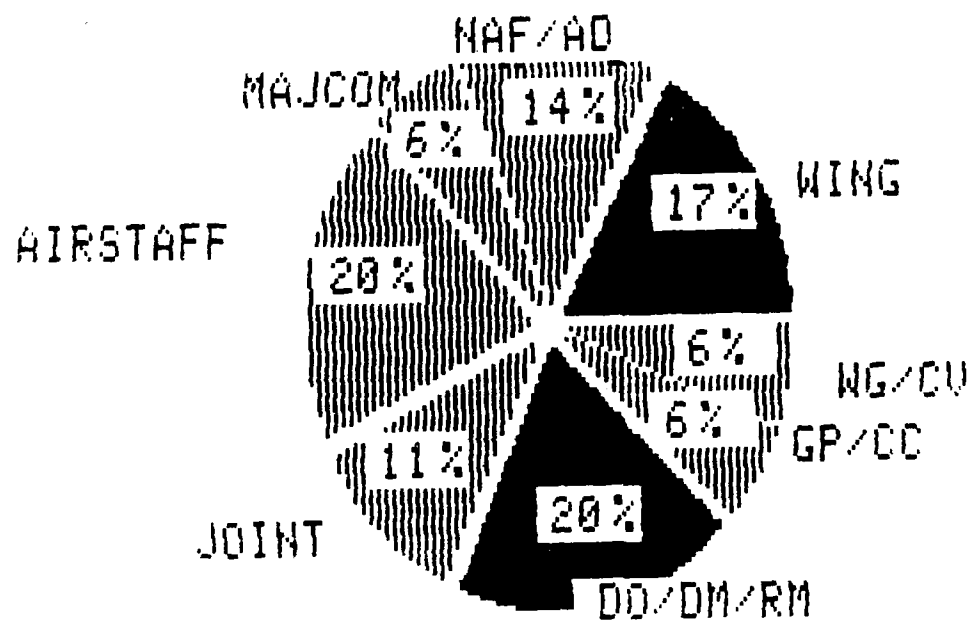


Chart 2-1
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NATIONAL WAR COLLEGE--1982

COLONEL--PILOTS

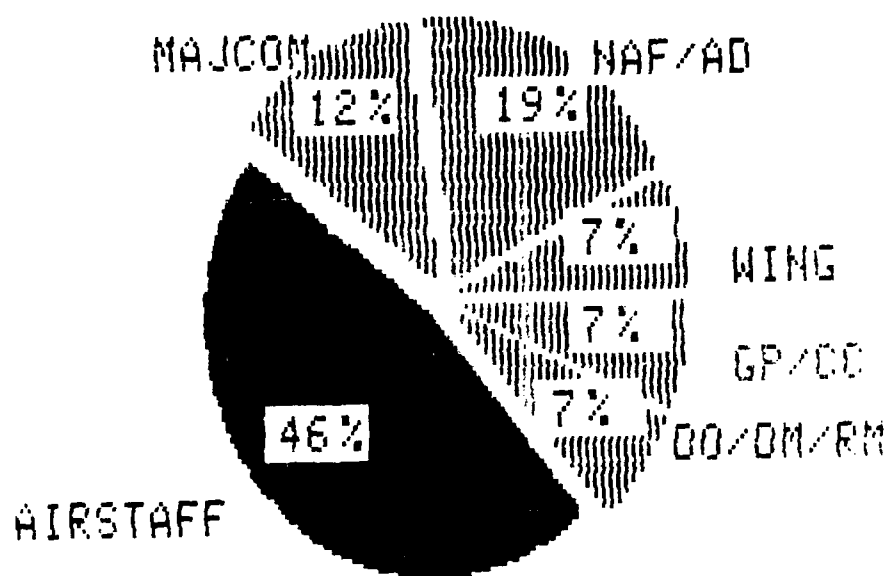


CHART 2-2
SAMPLE SIZE: 15

ICAF--1982 COLONEL--PILOTS

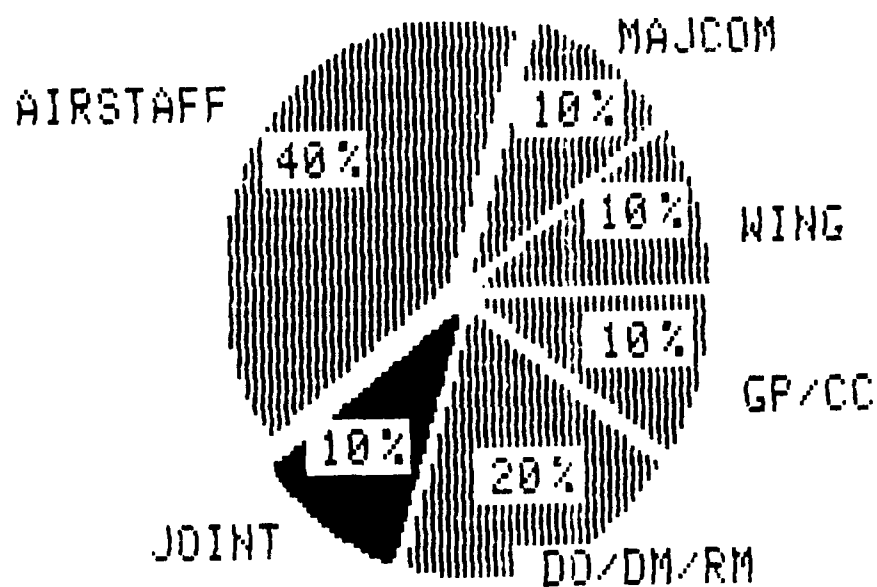


CHART 2-3
SAMPLE SIZE: 10

Charts 2-4 through 2-6 are graphic representations of assignments for colonel and colonel-select support officer graduates OF AWC, NWC, and ICAF in 1982.

Of interest in this group are assignments to the Air Staff: AWC 1, 8 percent; NWC 2, 24 percent; and ICAF 9, 52 percent. Joint assignments are indicated as follows: AWC 3, 22 percent; NWC 0, 0 percent, and ICAF 2, 11 percent.

All three senior service schools had a small number of officers assigned as Group Commanders.

MAJCOM assignments are indicated as follows: AWC 4, 30 percent; NWC 0, 0 percent; and ICAF 2, 11 percent.

AIR WAR COLLEGE--1982
COLONEL--SPT OFF

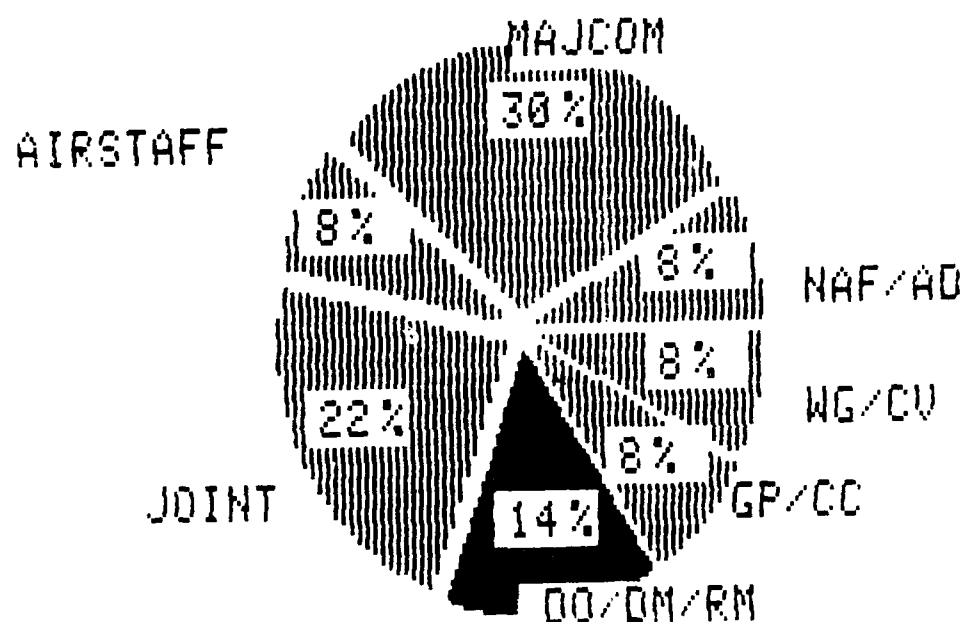


CHART 2-4
SAMPLE SIZE: 13

NATIONAL WAR COLLEGE--1982

COLONEL--SPT OFF

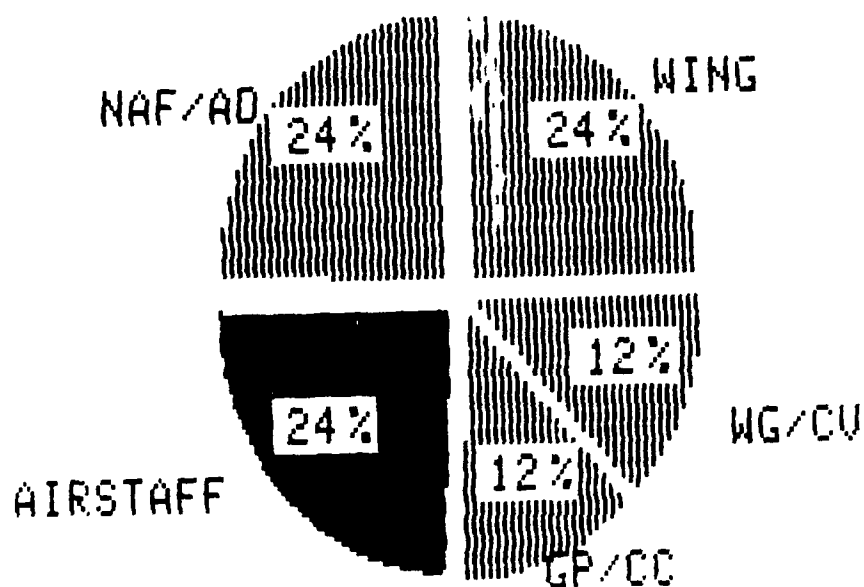


CHART 2-5
SAMPLE SIZE: 8

ICAF--1982
COLONEL--SPT OFF

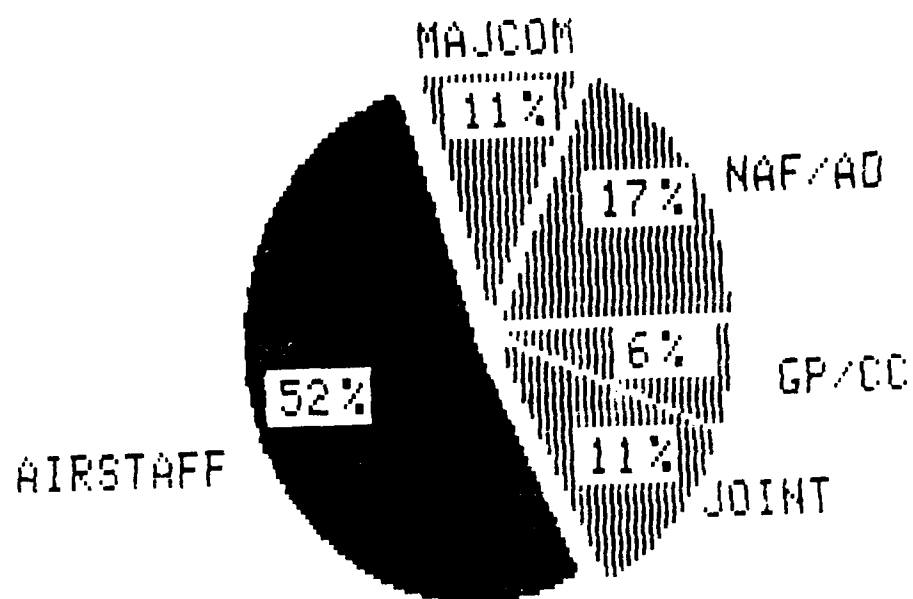


CHART 2-6
SAMPLE SIZE: 17

TABLE 2-2
SSS CLASS OF 1982
LIEUTENANT COLONEL ASSIGNMENTS

PILOTS	NWC		AWC		CAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Sq Commander	2	29	2	6	0	0	0	0	2	50	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
CSJnt	0	0	3	10	0	0	4	67	0	0	0	0
Airstaff	1	14	3	16	0	0	0	0	2	50	1	50
MAJCOM	0	0	5	16	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	1	14	3	26	1	100	0	0	0	0	0	0
Wing & Below	3	43	3	26	0	0	2	33	0	0	1	50
Sub-Total:	7		31		1		6		4		2	
NAVIGATORS												
Group Commander	0	0	0	0	0	0	0	0	1	100	0	0
Sq Commander	0	0	0	0	0	0	0	0	0	0	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
CSJnt	0	0	2	33	0	0	1	100	0	0	0	0
Airstaff	0	0	0	0	0	0	0	0	0	0	0	0
MAJCOM	0	0	1	17	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	2	33	0	0	0	0	0	0	0	0
Wing & Below	0	0	1	17	1	100	0	0	0	0	0	0
Sub-Total:	0		6		1		1		1		0	
SUPPORT												
Group Commander	1	14	0	0	0	0	0	0	0	0	0	0
Sq Commander	1	14	3	7	0	0	0	0	0	0	2	67
ADD	0	0	0	0	0	0	0	0	0	0	0	0
CSJnt	1	14	11	24	3	36	2	100	0	0	1	33
Airstaff	2	29	4	9	6	27	0	0	1	50	0	0
MAJCOM	0	0	3	17	2	9	0	0	1	50	0	0
NAF/AD/CTR/PME	1	14	14	30	5	23	0	0	0	0	0	0
Wing & Below	1	14	6	13	1	5	0	0	0	0	0	0
Sub-Total:	7		46		22		2		2		3	
Grand Total:	14		83		24		9		7		5	

Charts 2-7 thru 2-9 are graphic representations of assignments for lieutenant colonel pilot graduates of AWC, NWC, and ICAF in 1982.

Squadron Commander assignments are of interest in this group: AWC 2, 6 percent; NWC 2, 29 percent; and ICAF 0, 0 percent. (There was only one graduate from ICAF in this group, and that officer was assigned to NAF.)

Joint assignments: AWC 3, 10 percent; and NWC 0, 0 percent. Air Staff assignments: AWC 5, 15 percent; and NWC 1, 14 percent.

Wing assignments for this group include: AWC 8, 26 percent; and NWC 3, 43 percent.

AIR WAR COLLEGE--1982
LT COLONEL--PILOTS

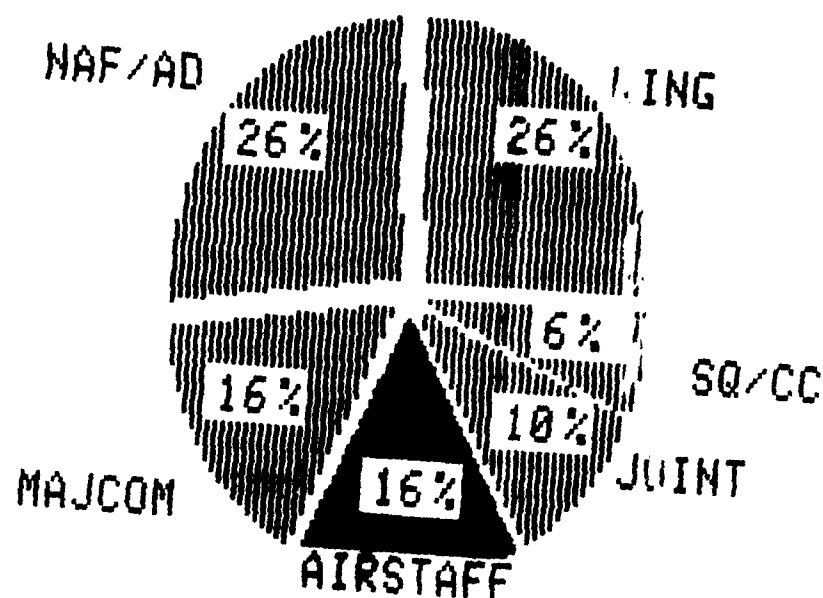


CHART 2-7
SAMPLE SIZE: 31

NATIONAL WAR COLLEGE--1982 LT COLONEL--PILOTS

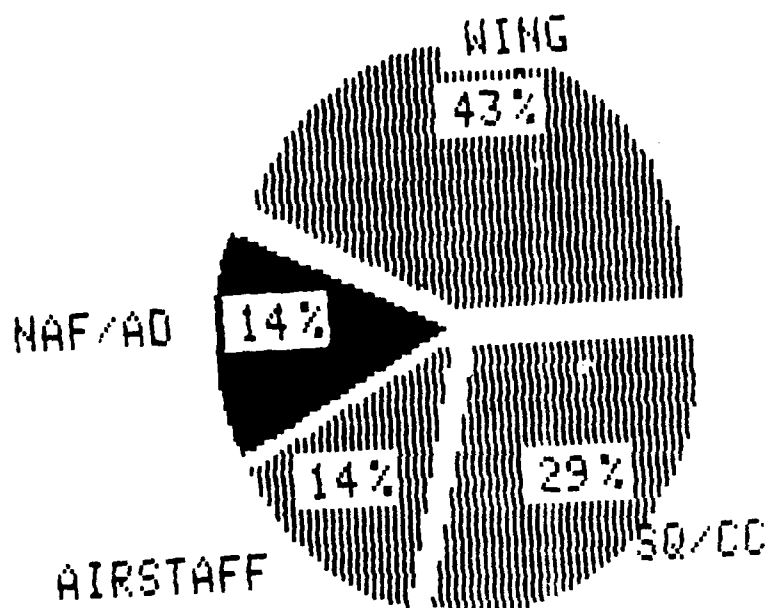


CHART 2-8
SAMPLE SIZE: 7

ICAF--1382
LT COLONEL--PILOTS

NAF/AD

100%

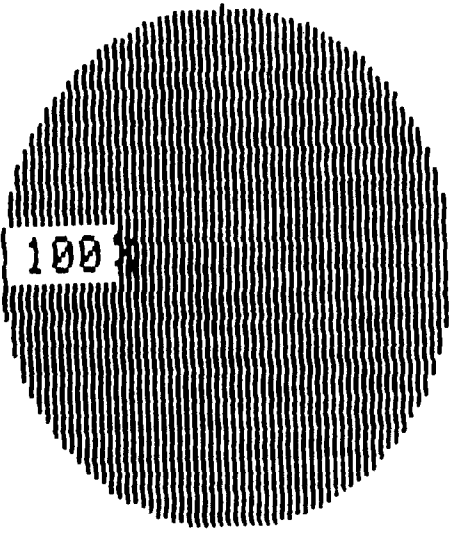


CHART 2-9
SAMPLE SIZE: 1

Charts 2-10 through 2-12 are graphic representations of assignments for lieutenant colonel support officer graduates of AWC, NWC, and ICAF in 1982.

NWC had one officer assigned as a group commander (14 percent). Squadron Commander assignments are indicated as follows: AWC 3, 7 percent; NWC 1, 14 percent; and ICAF 0, 0 percent.

Air Staff assignments are indicated as follows: AWC 4, 9 percent; NWC 2, 29 percent; and ICAF 6, 27 percent. Joint assignments are as indicated: AWC 11, 24 percent; NWC 1, 14 percent; and ICAF 8, 36 percent. MAJCOM assignments: AWC 8, 17 percent; NWC 0, 0 percent; and ICAF 2, 9 percent.

AIR WAR COLLEGE--1982
LT COLONEL--SPT OFF

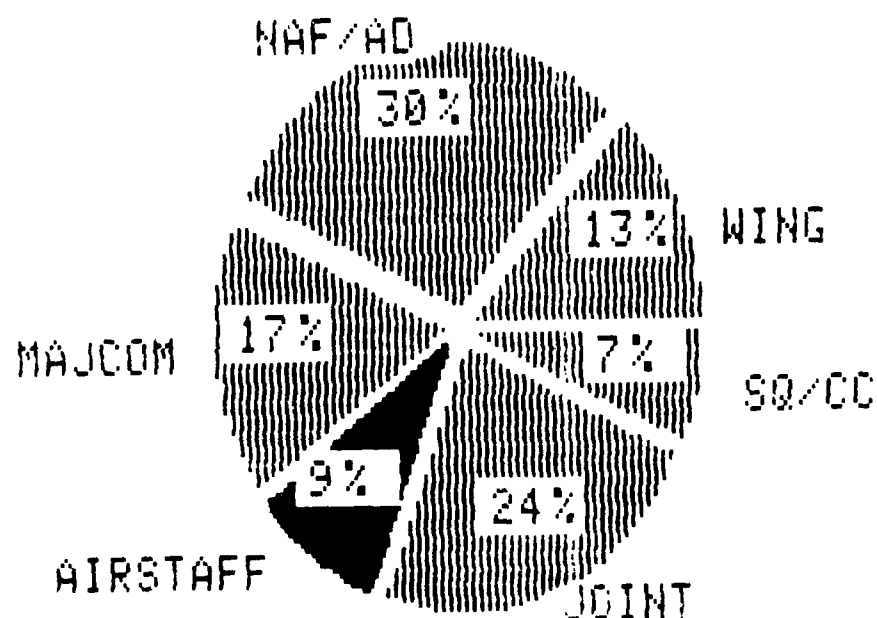


CHART 2-10
SAMPLE SIZE: 46

NATIONAL WAR COLLEGE--1982

LT COLONEL--SPT OFF

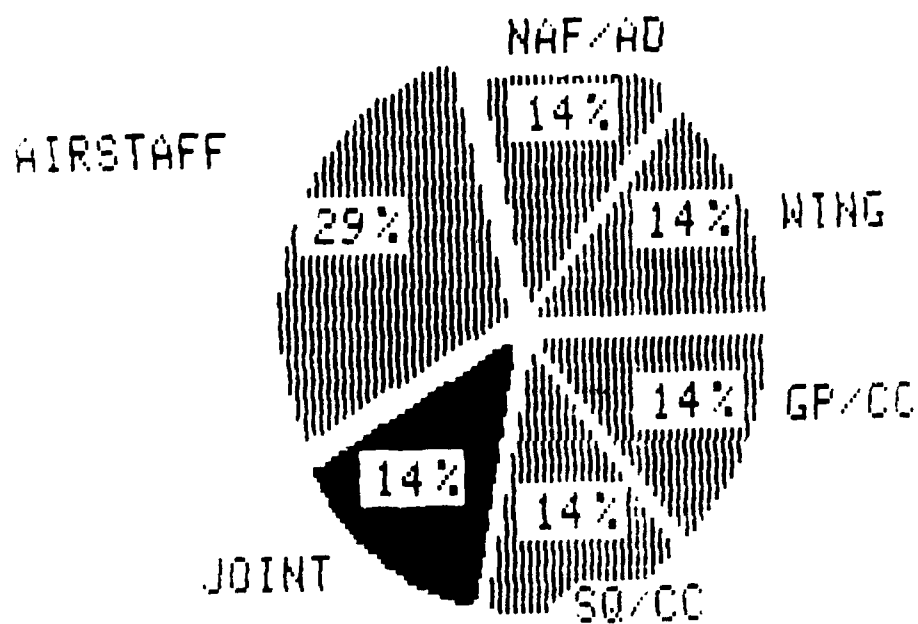


CHART 2-11
SAMPLE SIZE: 7

ICAF--1982
LT COLONEL--SPT OFF

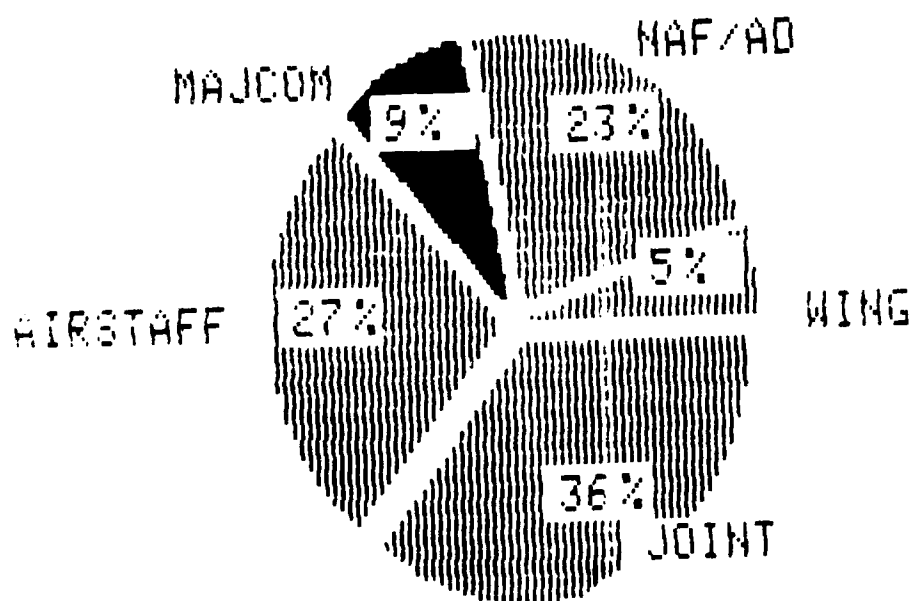


CHART 2-12
SAMPLE SIZE: 22

CHAPTER III

This chapter addresses the assignments for officers graduating from senior service school in 1983. Table 3-1 is a breakout of all assignments for colonels and colonels-select by senior service school and type/level of assignment. Charts 3-1 through 3-6 graphically depict these assignments for each of the six categories of colonel/colonel-select.

Table 3-2 is a breakout of all assignments for lieutenant colonels by senior service school and type/level of assignment. Charts 3-7 through 3-12 graphically depict these assignments for each of the six categories of lieutenant colonels. Percentage figures are rounded to the nearest whole percent and therefore may not total 100 percent.

TABLE 3-1
SSS CLASS OF 1983
COLONEL AND COLONEL SELECT ASSIGNMENT

PILOTS	NWC		ABC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	2	11	3	5	1	10	0	0	0	0	1	20
Group Commander	0	0	1	2	2	20	1	50	0	0	0	0
DO/DW/RM	2	11	5	8	0	0	1	50	1	17	1	20
Joint	1	6	4	7	0	0	0	0	0	0	0	0
Airstaff	10	56	25	41	3	30	0	0	2	33	1	20
MAJCOM	0	0	11	18	2	20	0	0	0	0	2	40
NAF/AD/CTR/PME	0	0	3	13	2	20	0	0	2	33	0	0
Wing & Below	3	17	4	7	0	0	0	0	1	17	0	0
Sub-Total	18		61		10		2		6		5	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	0	0	0	0	0	0	0	0	0	0
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
DO/DW/RM	0	0	2	25	0	0	0	0	0	0	0	0
Joint	0	0	1	13	0	0	0	0	0	0	0	0
Airstaff	1	50	1	13	0	0	0	0	0	0	1	100
MAJCOM	1	50	1	13	1	50	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	1	13	0	0	0	0	0	0	0	0
Wing & Below	0	0	2	25	1	50	0	0	0	0	0	0
Sub-Total	2		8		2		0		0		1	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	0	0	0	0	0	0	0	0	0	0
Group Commander	0	0	0	14	2	9	0	0	2	50	1	25
DO/DW/RM	0	0	5	12	1	4	0	0	0	0	0	0
Joint	3	38	6	14	4	17	1	50	0	0	0	0
Airstaff	1	13	3	7	7	30	0	0	0	0	1	25
MAJCOM	3	38	10	23	3	13	0	0	2	50	1	25
NAF/AD/CTR/PME	1	13	13	30	6	26	1	50	0	0	1	25
Wing & Below	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	8		43		23		2		4		4	
Grand Total	26		112		30		4		10		10	

Charts 3-1 through 3-3 are graphic representations of the assignments for colonel and colonel-select pilot graduates of AWC, NWC, and ICAF in 1983.

No officer from this group received an assignment as a Wing Commander. However, Wing Vice Commanders included 3 from AWC (5 percent), 2 from NWC (10 percent), and one from ICAF (10 percent). There were three assignments to Group Commander: AWC 1, 2 percent; NWC 0, 0 percent; and ICAF 2, 20 percent.

Also of interest are the number and percentage of Air Staff assignments: AWC 25, 40 percent; NWC 10, 55 percent; and ICAF 3, 30 percent. In addition, the number and percentage of Joint assignments were: AWC 3, 7 percent; NWC 1, 6 percent; and ICAF 0, 0 percent.

Another area of interest is the number and percentage of MAJCOM assignments: AWC 11, 17 percent; NWC 0, 0 percent; and ICAF 2, 20 percent.

AIR WAR COLLEGE--1983

COLONEL--PILOTS

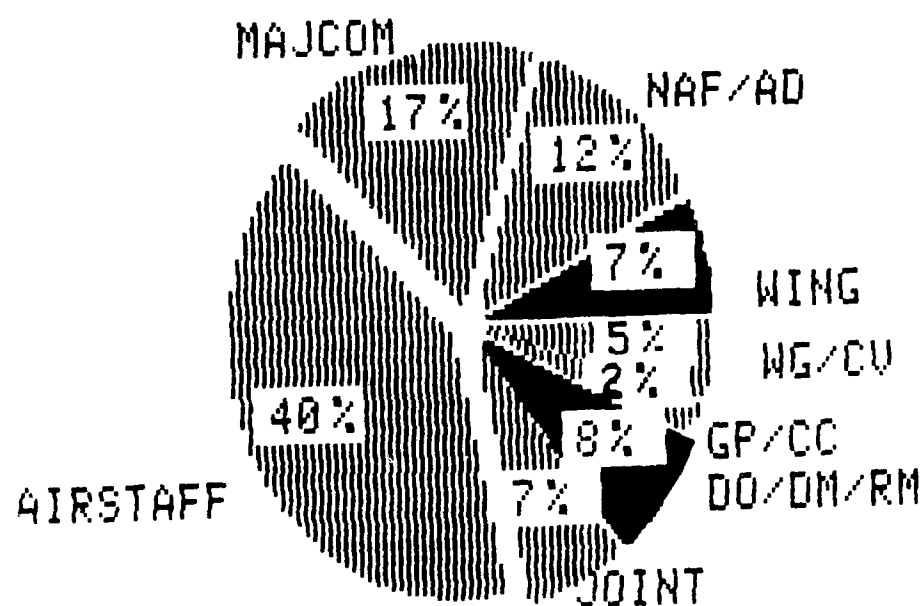


Chart 3-1
SAMPLE SIZE: 61

NATIONAL WAR COLLEGE--1983

COLONEL--PILOTS

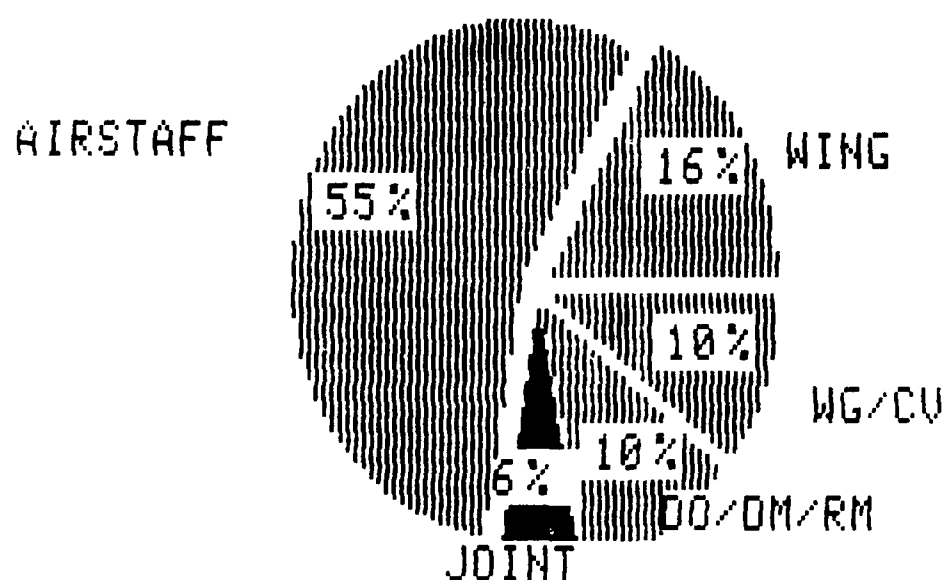


CHART 3-2
SAMPLE SIZE: 18

ICAF--1983 COLONEL--PILOTS

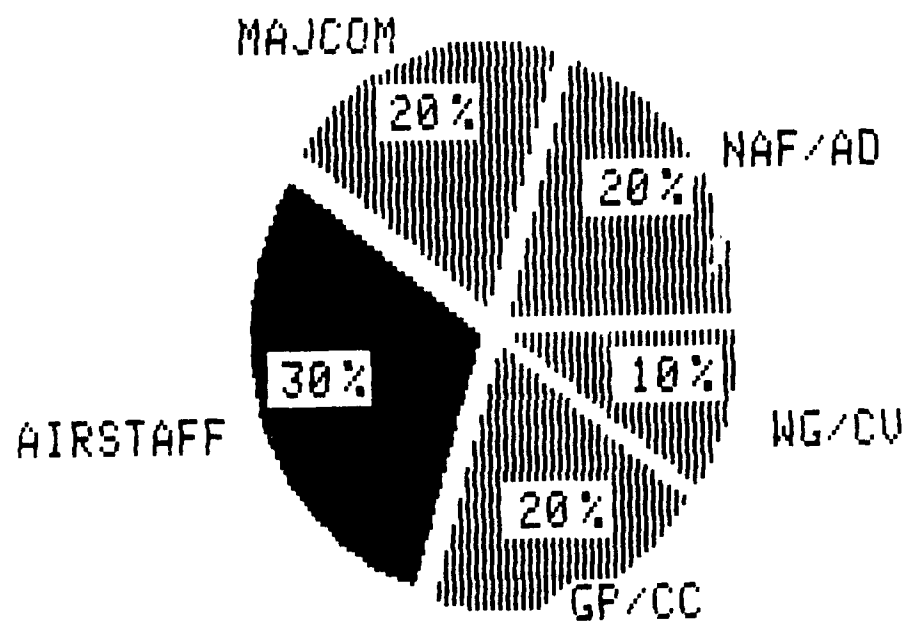


CHART 3-3
SAMPLE SIZE: 10

Charts 3-4 through 3-6 are graphic representations of the assignments for colonel and colonel-select support officer graduates of AWC, NWC, and ICAF in 1983.

There were no Group Commander assignments from NWC while AWC had 6 (14 percent) and ICAF had 2 (9 percent).

Of interest among this group are assignments to the Air Staff: AWC 3, 7 percent, NWC 1, 12 percent; and ICAF 7, 30 percent. Joint assignments are indicated as follows: AWC 6, 14 percent; NWC 3, 37 percent; and ICAF 4, 17 percent.

MAJCOM assignments are indicated as follows: AWC 10, 23 percent; NWC 3, 37 percent; and ICAF 3, 13 percent.

AWC had 5 officers (12 percent), assigned as a DO/DM or RM while ICAF had 1 (4 percent), and NWC had none.

AIR WAR COLLEGE--1983
COLONEL--SPT OFF

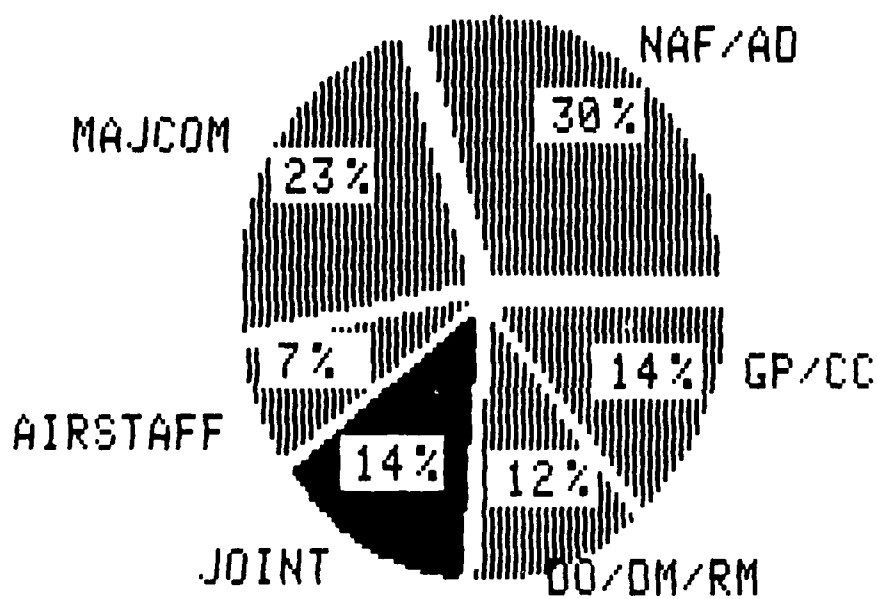


CHART 3-4
SAMPLE SIZE: 43

NATIONAL WAR COLLEGE--1983
COLONEL--SPT OFF

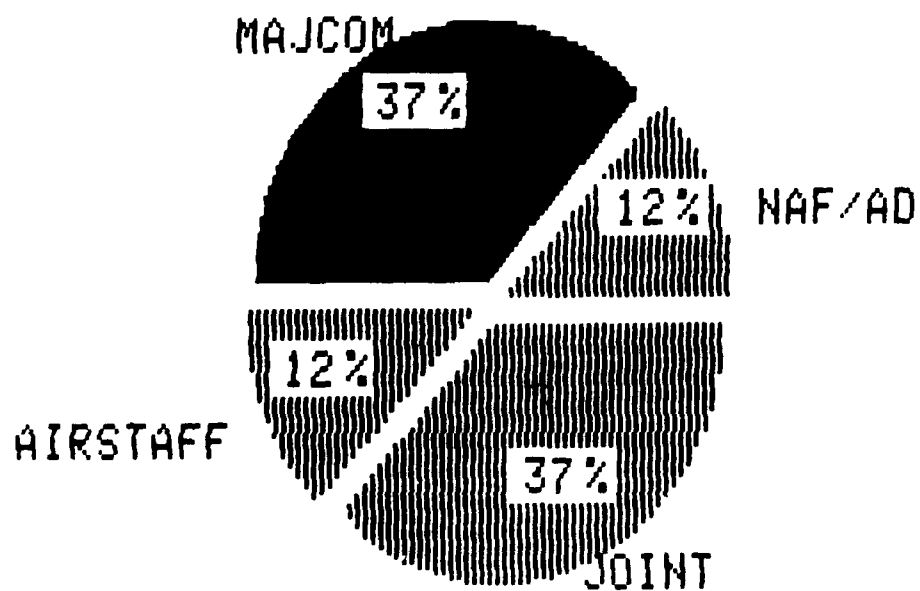


CHART 3-5
SAMPLE SIZE: 8

ICAF--1983
COLONEL--SPT OFF

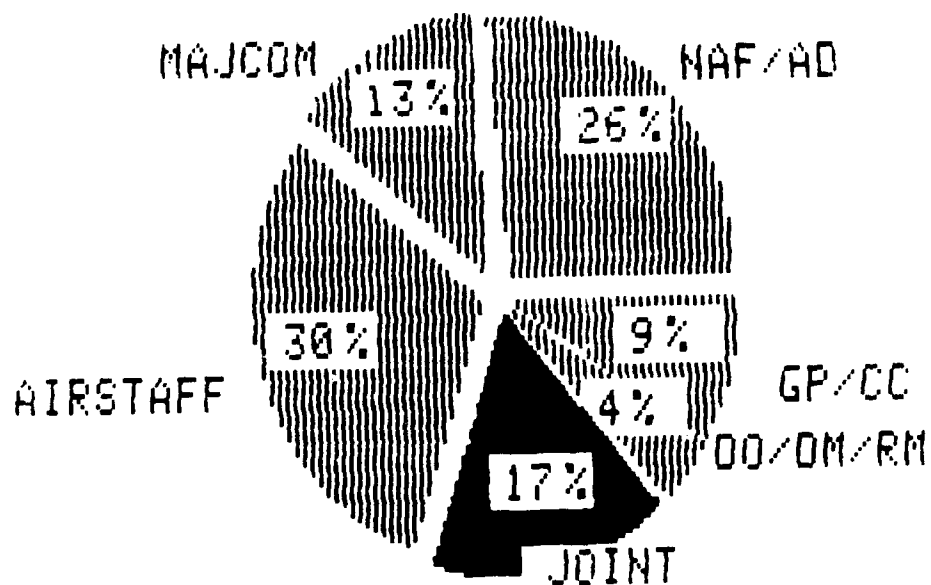


CHART 3-6
SAMPLE SIZE: 23

TABLE 3-2
SSS CLASS OF 1983
LIEUTENANT COLONEL ASSIGNMENTS

PILOTS	NWC		AWC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Sq Commander	1	17	4	19	1	25	0	0	0	0	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
JOINT	0	0	2	10	0	0	3	75	1	20	0	75
Air Staff	1	17	3	14	1	25	0	0	1	20	0	0
MAJCOM	2	33	4	19	0	0	1	25	0	0	1	25
NAF/AD/CTR/PME	1	17	3	14	1	25	0	0	2	40	0	0
Wing & Below	1	17	5	24	1	25	0	0	1	20	0	0
Sub-Total	6		21		4		4		5		4	
NAVIGATORS												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
Sq Commander	0	0	1	10	0	0	0	0	0	0	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
JOINT	1	100	3	30	0	0	1	100	0	0	0	0
Air Staff	0	0	3	30	0	0	0	0	0	0	0	0
MAJCOM	0	0	1	10	0	0	0	0	1	100	0	0
NAF/AD/CTR/PME	0	0	2	20	0	0	0	0	0	0	0	0
Wing & Below	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	1		10		0		1		1		0	
SUPPORT												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
Sq Commander	0	0	2	7	1	9	0	0	0	0	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
JOINT	1	17	5	18	2	18	1	50	0	0	1	100
Air Staff	2	33	3	11	2	18	1	50	0	0	0	0
MAJCOM	0	0	4	14	2	18	0	0	0	0	0	0
NAF/AD/CTR/PME	1	17	0	29	3	27	0	0	0	0	0	0
Wing & Below	2	33	6	21	1	9	0	0	0	0	0	0
Sub-Total	6		20		11		2		0		1	
Grand Total	13		59		15		7		6		5	

Charts 3-7 through 3-9 are graphic representations of assignments for lieutenant colonel pilot graduates of AWC, NWC, and ICAF in 1983.

Squadron Commander assignments for this group were as follows: AWC 4, 19 percent; NWC 1, 16 percent; and ICAF 1, 25 percent.

Air Staff assignments were: AWC 3, 14 percent; NWC 1, 16 percent; and ICAF 1, 25 percent. Of interest, AWC had the only Joint assignments with 2, or 10 percent.

MAJCOM assignments were as follows: AWC 4, 19 percent; NWC 2, 32 percent; and ICAF 0, 0 percent.

AIR WAR COLLEGE--1983

LT COLONEL--PILOTS

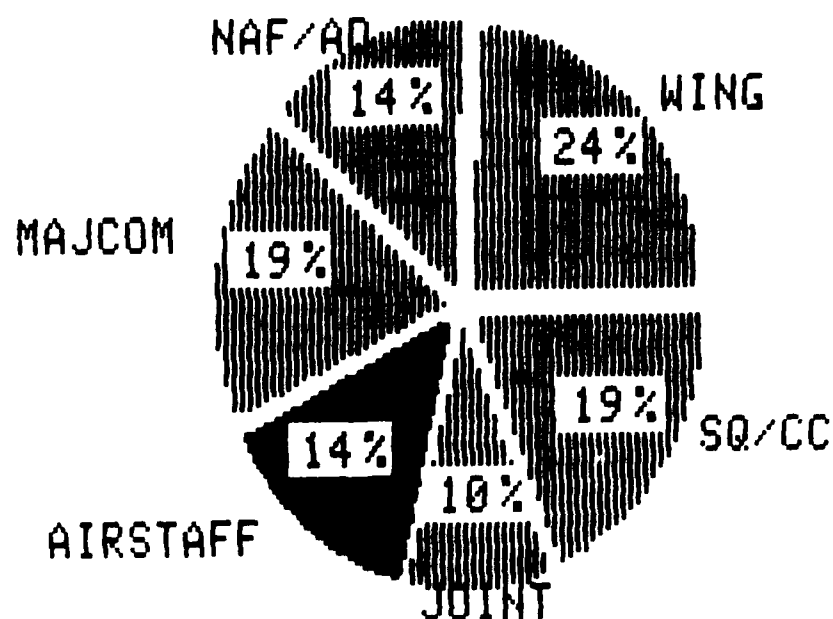


CHART 3-7
SAMPLE SIZE: 21

NATIONAL WAR COLLEGE--1983

LT COLONEL--PILOTS

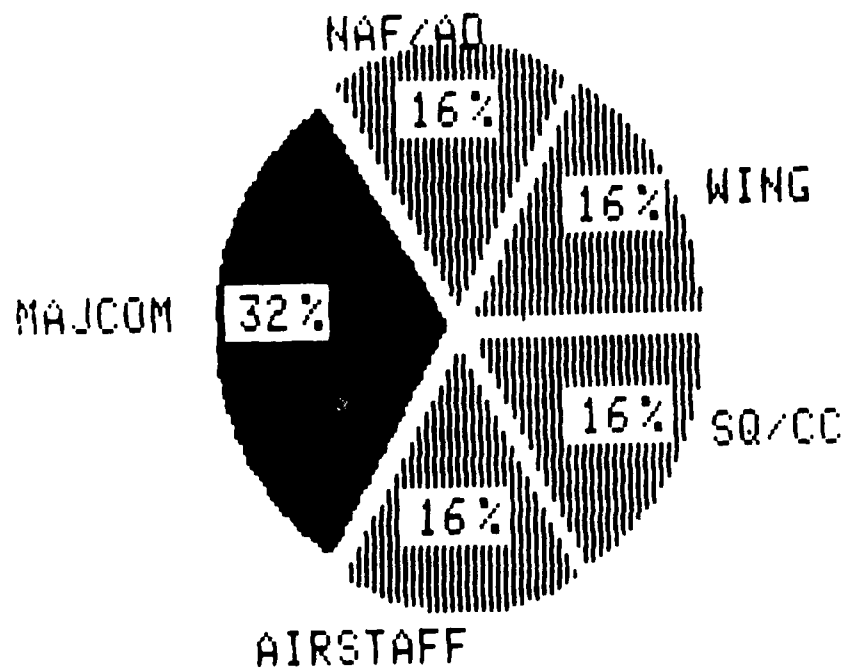


CHART 3-8
SAMPLE SIZE: 6

ICAF--1983
LT COLONEL--PILOTS

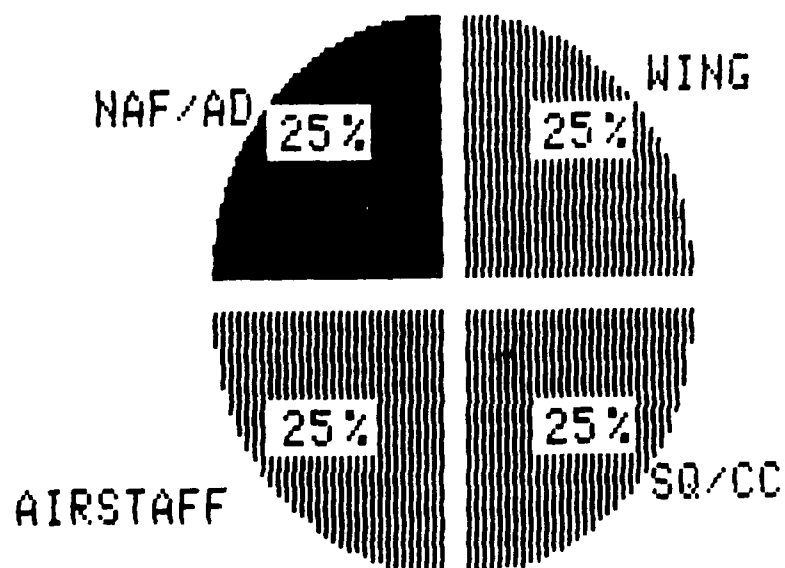


CHART 3-9
SAMPLE SIZE: 4

Charts 3-10 through 3-12 are graphic representations of assignments for lieutenant colonel support officer graduates of AWC, NWC, and ICAF in 1983.

Of interest are Squadron Commander assignments: AWC 2, 7 percent; NWC 0, 0 percent; and ICAF 1, 9 percent.

Air Staff assignments are indicated as follows: AWC 3, 11 percent; NWC 2, 33 percent; and ICAF 2, 18 percent. Joint assignments were as follows: AWC 3, 18 percent; NWC 1, 17 percent; and ICAF 2, 18 percent. MAJCOM assignments were: AWC 4, 14 percent; NWC 0, 0 percent; and ICAF 2, 18 percent.

AIR WAR COLLEGE--1983

LT COLONEL--SPT OFF

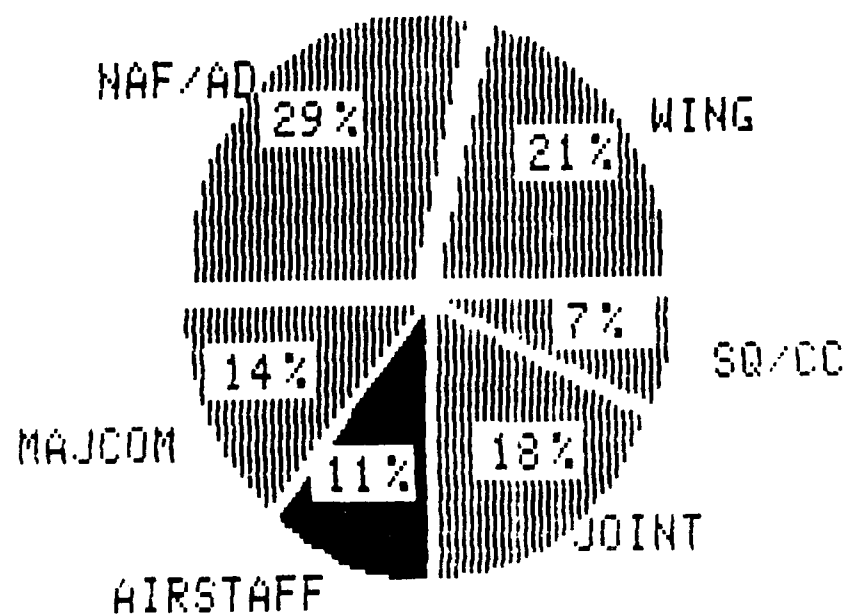


CHART 3-10
SAMPLE SIZE: 28

NATIONAL WAR COLLEGE--1983

LT COLONEL--SPT OFF

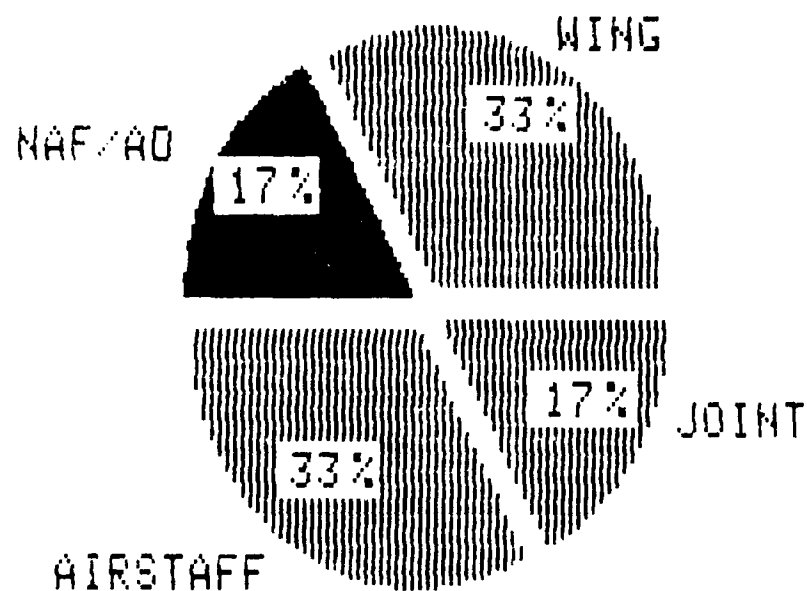


CHART 3-11
SAMPLE SIZE: 6

ICAF--1983
LT COLONEL--SPT OFF

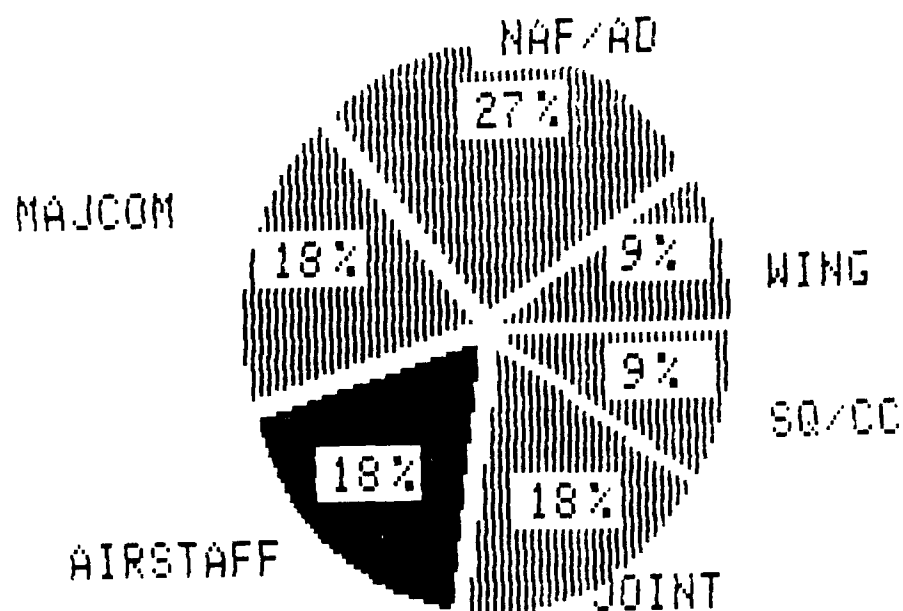


CHART 3-12
SAMPLE SIZE: 11

CHAPTER IV

This chapter addresses the assignments for officers graduating from senior service school in 1984. Table 4-1 is a breakout of all assignments for colonels and colonels-select by senior service school and type/level of assignment. Charts 4-1 through 4-6 graphically depict these assignments for each of the six categories of colonel/colonel-select.

Table 4-2 is a breakout of all assignments for lieutenant colonels by senior service school and type/level of assignment. Charts 4-7 through 4-12 graphically depict these assignments for each of the six categories of lieutenant colonel. Percentage figures are rounded to the nearest whole percent and therefore may not total 100 percent.

TABLE 4-1
SSS CLASS OF 1984
COLONEL AND COLONEL-SELECT ASSIGNMENTS

PILOTS	NWC		AWC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	2	13	1	3	0	0	0	0	0	0	0	0
Vice Commander	1	6	1	3	2	20	0	0	1	11	1	25
Group Commander	1	6	0	15	0	0	1	33	0	0	0	0
CO/CM/RM	1	6	7	18	2	20	1	33	1	11	1	25
Joint	1	6	2	5	0	0	0	0	2	22	0	0
Air Staff	7	44	10	26	4	40	0	0	2	22	0	0
MAJCOM	0	0	0	15	1	10	1	33	2	22	1	25
NAF/AD/CTR/PME	0	0	3	8	0	0	0	0	0	0	0	0
Wing & Below	3	19	0	8	1	10	0	0	1	11	1	25
Sub-Total:	16		39		10		3		9		4	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	0	0	0	0	0	0	0	0	0	0
Group Commander	0	0	1	33	1	50	0	0	0	0	1	100
CO/CM/RM	0	0	1	33	0	0	0	0	0	0	0	0
Joint	0	0	0	0	0	0	0	0	1	100	0	0
Air Staff	0	0	0	0	0	0	0	0	0	0	0	0
MAJCOM	0	0	1	33	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	0	0	0	0	0	0	0	0	0	0
Wing & Below	0	0	0	0	1	50	0	0	0	0	0	0
Sub-Total:	0		3		2		0		1		1	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	1	3	0	0	0	0	0	0	0	0
Group Commander	2	13	3	9	1	5	0	0	0	0	0	0
CO/CM/RM	0	0	2	6	0	0	0	0	0	0	0	0
Joint	3	19	4	11	0	0	0	0	0	0	0	0
Air Staff	5	31	7	20	4	20	0	0	1	50	0	0
MAJCOM	1	6	5	14	8	40	1	50	1	50	1	50
NAF/AD/CTR/PME	5	31	6	23	0	30	0	0	0	0	0	0
Wing & Below	0	0	5	14	1	5	1	50	0	0	1	50
Sub-Total:	10		35		20		2		2		2	
Grand Total:	32		77		32		5		12		7	

Charts 4-1 through 4-3 are graphic representations of the assignments for colonel and colonel-select pilot graduates of AWC, NWC, and ICAF in 1984.

Three officers received assignments as Wing Commanders: AWC 1, 3 percent; and NWC 2, 13 percent; Vice Wing Commander assignments were as follows: AWC 1, 3 percent; NWC 1, 6 percent; and ICAF 2, 20 percent.

Of interest are the number and percentage of assignments to the Air Staff and Joint assignments. Air Staff assignments were: AWC 10, 25 percent; NWC 7, 44 percent; and ICAF 4, 40 percent. Joint assignments were: AWC 2, 5 percent; NWC 1, 6 percent; and ICAF 0, 0 percent.

Also of interest are the number and percentage of Group Commander assignments: AWC 6, 14 percent; NWC 1, 5 percent; and ICAF 0, 0 percent.

MAJCOM assignments were as follows: AWC 6, 14 percent; NWC 0, 0 percent; and ICAF 1, 10 percent. DO/DM/RM assignments were as follows: AWC 7, 17 percent; NWC 1, 6 percent; and ICAF 2, 20 percent.

AIR WAR COLLEGE--1984

COLONEL--PILOTS

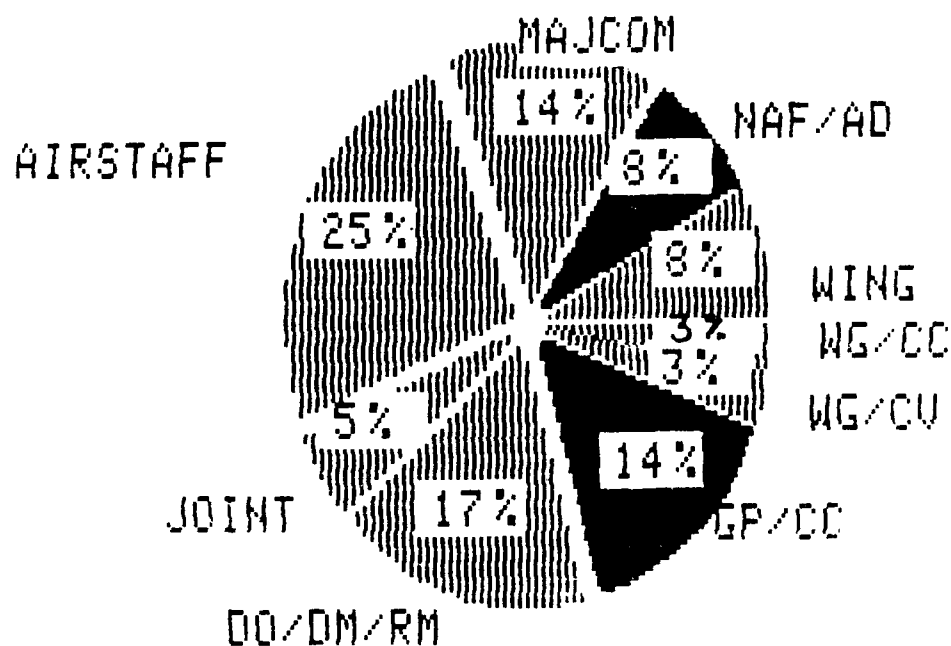


Chart 4-1
SAMPLE SIZE: 39

NATIONAL WAR COLLEGE--1984 COLONEL--PILOTS

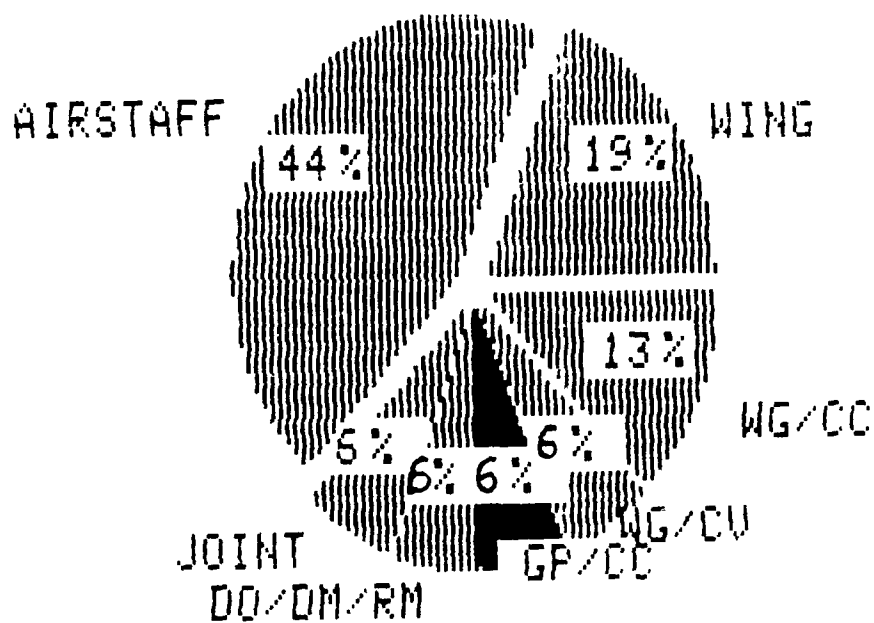


CHART 4-2
SAMPLE SIZE: 16

ICAF--1984 COLONEL--PILOTS

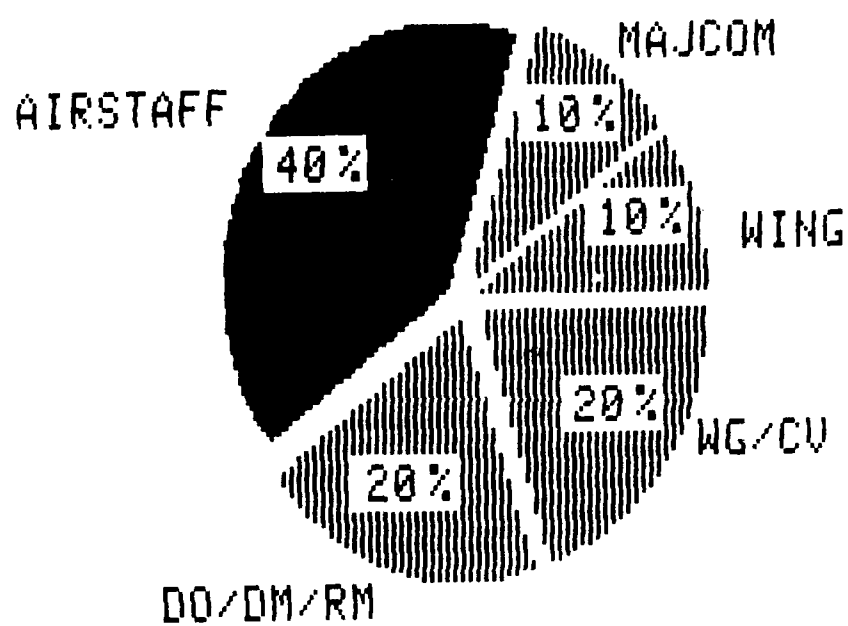


CHART 4-3
SAMPLE SIZE: 10

Charts 4-4 through 4-6 are graphic representations of the assignments for colonel and colonel-select support officer graduates of AWC, NWC, and ICAF in 1984.

There were six officers assigned as Group Commanders as follows: AWC 3, 9 percent; NWC 2, 13 percent; and ICAF 1, 5 percent. In addition, the one Vice Wing Commander assignment was from AWC, representing 3 percent of the officers.

Air Staff assignments were as follows: AWC 7, 20 percent; NWC 5, 31 percent; and ICAF 4, 20 percent. Joint assignments were: AWC 4, 11 percent; NWC 3, 19 percent; and ICAF 0, 0 percent. Of interest are the number and percentage of MAJCOM assignments: AWC 5, 14 percent; NWC 1, 6 percent; and ICAF 8, 40 percent.

AIR WAR COLLEGE--1984

COLONEL--SPT OFF

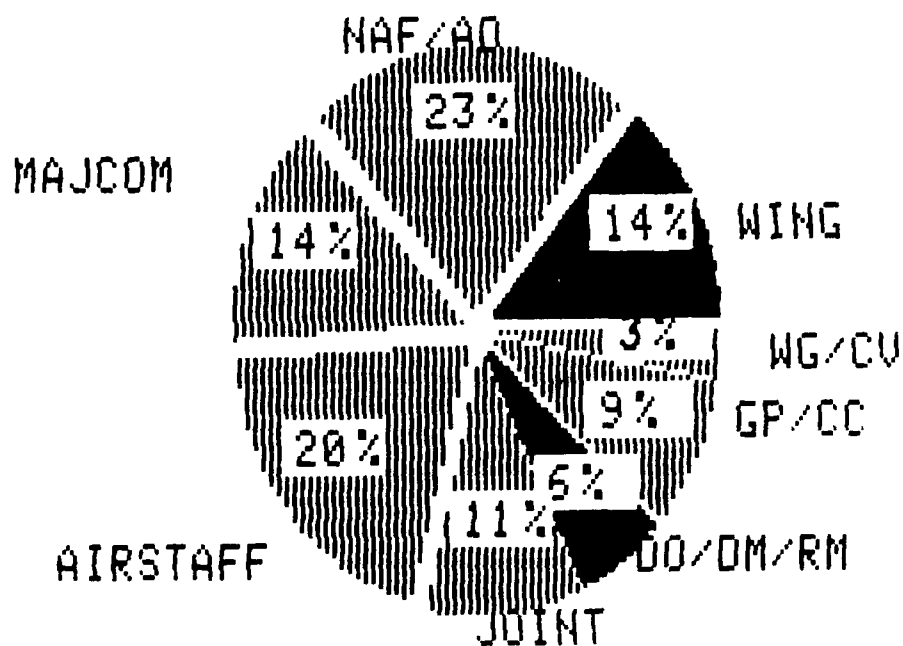


CHART 4-4
SAMPLE SIZE: 35

NATIONAL WAR COLLEGE--1984

COLONEL--SPT OFF

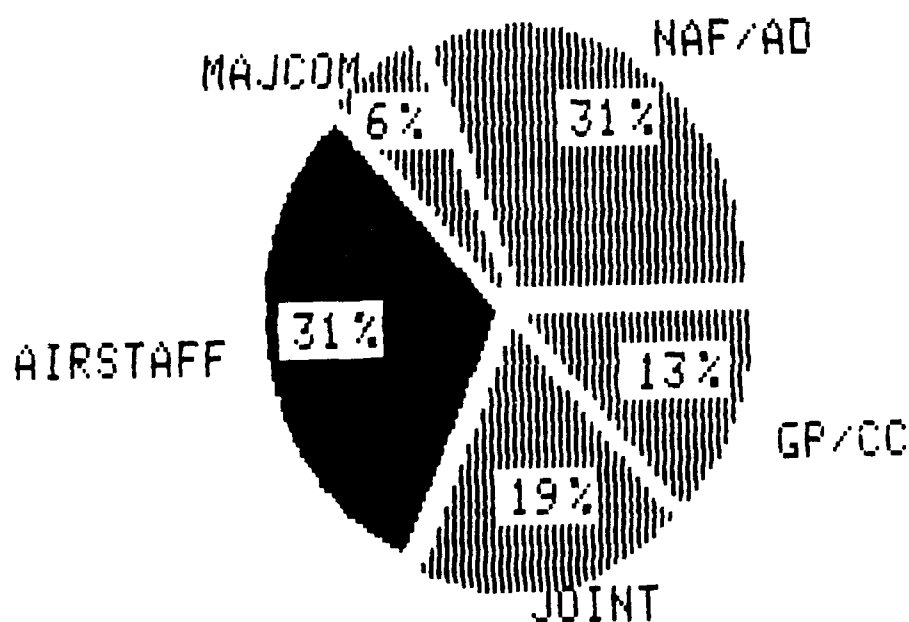


CHART 4-5
SAMPLE SIZE: 16

ICAF--1984
COLONEL--SPT OFF

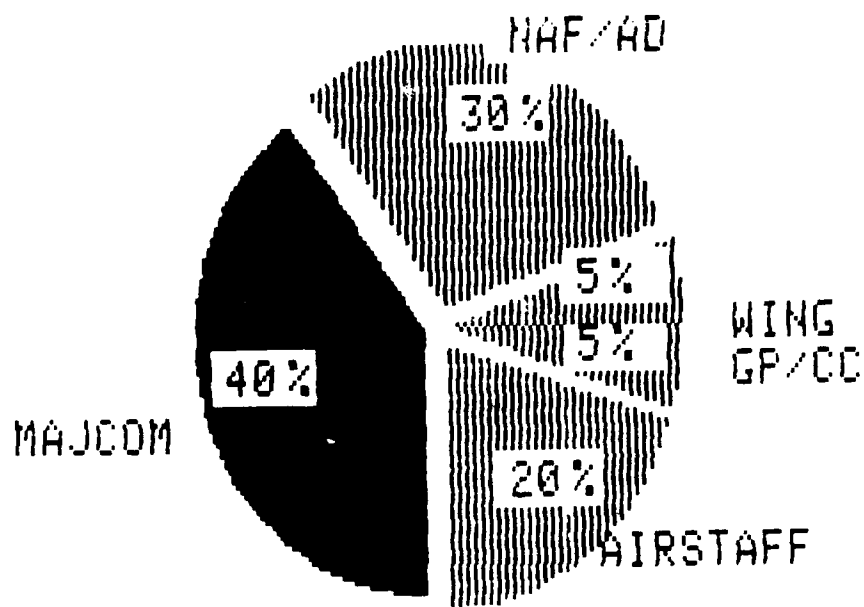


CHART 4-6
SAMPLE SIZE: 20

TABLE 4-2
SSS CLASS OF 1982
LIEUTENANT COLONEL ASSIGNMENTS

	NWC		ADC		ICAF		OTHER		ARMY		NAVY	
FUNCTION	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Group Commander	1	14	1	3	1	33	0	0	1	33	0	0
AGC	0	0	3	10	0	0	0	0	0	0	1	25
Joint	1	14	2	6	0	0	1	25	0	0	0	0
Staff	3	43	0	16	1	33	1	25	0	0	1	25
AGCOM	2	29	11	35	1	33	2	50	1	33	0	0
NAF/AD/CTR P&E	0	0	3	10	0	0	0	0	1	33	0	0
Wing & Below	0	0	0	19	0	0	0	0	0	0	2	50
Sub-Total	7		31		3		4		3		4	
NAVYATORS												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
AGC	0	0	3	30	0	0	0	0	0	0	0	0
AGC	0	0	0	0	0	0	0	0	1	100	1	100
Joint	0	0	1	25	2	67	0	0	0	0	0	0
Staff	0	0	0	0	0	0	0	0	0	0	0	0
AGCOM	1	100	0	0	0	0	0	0	0	0	0	0
NAF/AD/CTR/P&E	0	0	1	25	0	0	0	0	0	0	0	0
Wing & Below	0	0	0	0	1	33	2	100	0	0	0	0
Sub-Total	1				3		2		1		1	
SUPPORT												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
AGC	0	0	10	32	2	11	0	0	0	0	0	0
AGC	0	0	0	0	0	0	0	0	0	0	0	0
Joint	0	0	2	4	3	17	0	0	0	0	0	0
Staff	0	0	0	13	6	33	0	0	0	0	0	0
AGCOM	2	25	0	20	3	17	0	0	0	0	0	0
NAF/AD/CTR/P&E	0	38	1	24	3	17	0	0	0	0	1	100
Wing & Below	0	0	0	17	1	6	0	0	0	0	0	0
Sub-Total	2		13		10		0		0		1	
Sub-Total	11		44		24		0		1		2	

Charts 4-7 through 4-9 are graphic representations of the assignments for lieutenant colonel pilot graduates of AWC, NWC, and ICAF.

Squadron Commander assignments are of interest in this group: AWC 1, 3 percent; NWC 1, 14 percent; and ICAF 1, 33 percent.

Also of interest are the Air Staff and Joint assignments: AWC 5, 16 percent Air Staff and 2, 6 percent Joint; NWC 3, 43 percent Air Staff and 1, 14 percent Joint; and ICAF 1, 33 percent Air Staff and 0, 0 percent Joint.

MAJCOM assignments were as follows: AWC 11, 35 percent; NWC 2, 29 percent; and ICAF 1, 33 percent. Three officers were assigned as Wing ADO's, all from AWC representing 10 percent of the graduates.

AIR WAR COLLEGE--1984

LT COLONEL--PILOTS

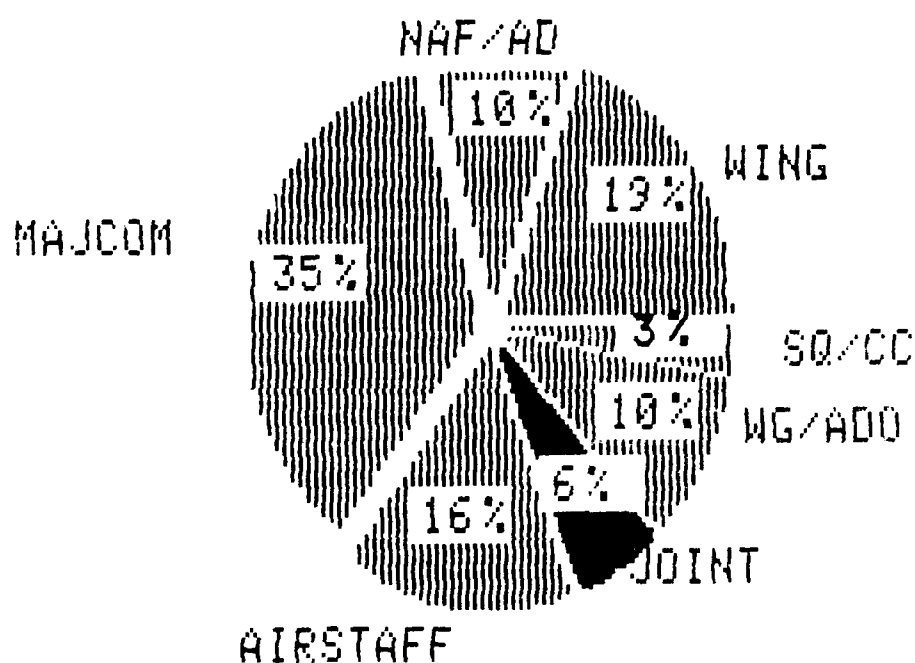


CHART 4-7
SAMPLE SIZE: 31

NATIONAL WAR COLLEGE--1984

LT COLONEL--PILOTS

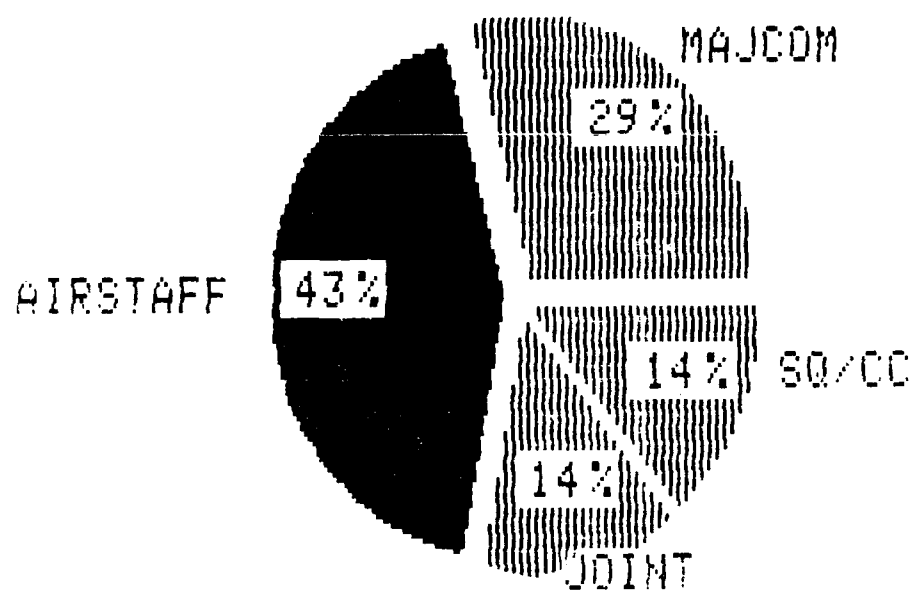


CHART 4-8
SAMPLE SIZE: 7

ICAF--1984
LT COLONEL--PILOTS

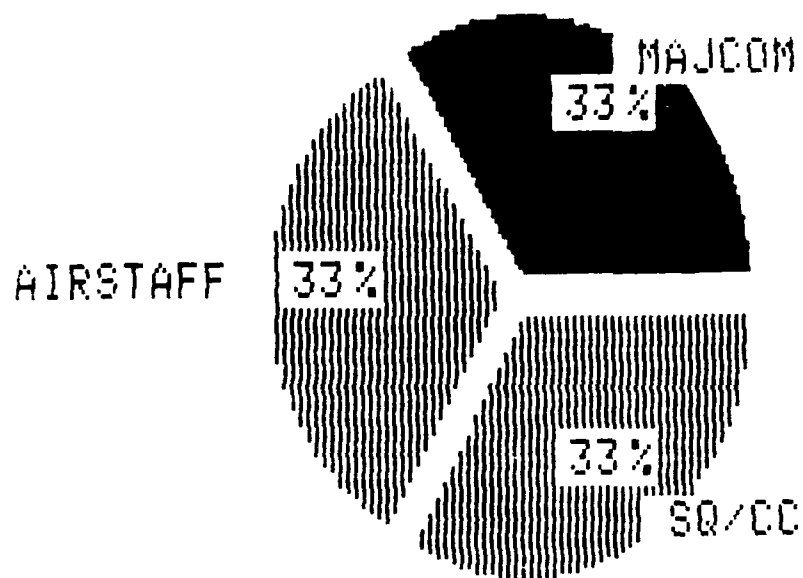


CHART 4-9
SAMPLE SIZE: 3

Charts 4-10 through 4-12 are graphic representations of assignments for lieutenant colonel support officer graduates of AWC, NWC, and ICAF for 1984.

Squadron Commander assignments are of interest in this group: AWC 10, 22 percent; NWC 0, 0 percent; and ICAF 2, 11 percent.

Air Staff assignments were as follows: AWC 6, 13 percent; NWC 3, 38 percent; and ICAF 6, 33 percent. Joint assignment were: AWC 2, 4 percent; NWC 0, 0 percent; and ICAF 3, 16 percent. Also, NAF/AD assignments were: AWC 11, 24 percent; NWC 3, 38 percent; and ICAF 3, 17 percent.

AIR WAR COLLEGE--1984
LT COLONEL--SPT OFF

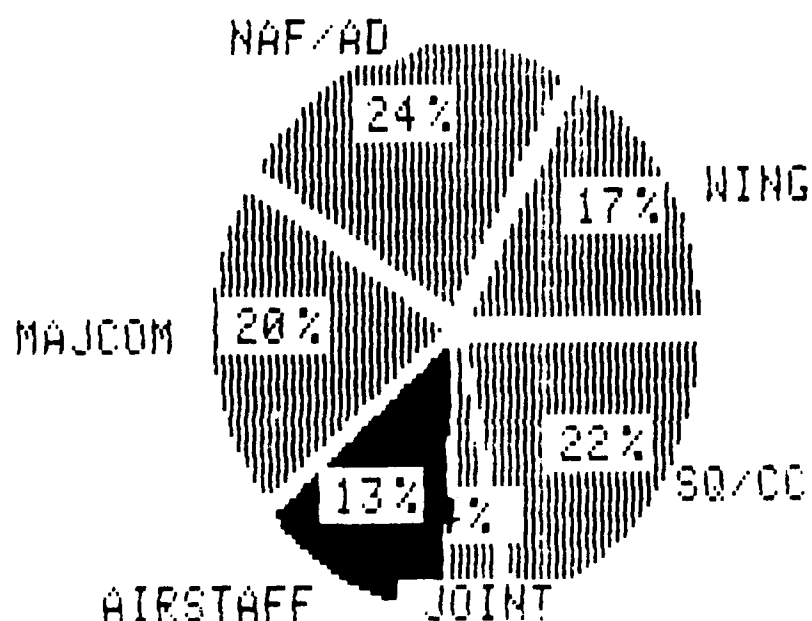


CHART 4-10
SAMPLE SIZE: 46

NATIONAL WAR COLLEGE--1984
LT COLONEL--SPT OFF

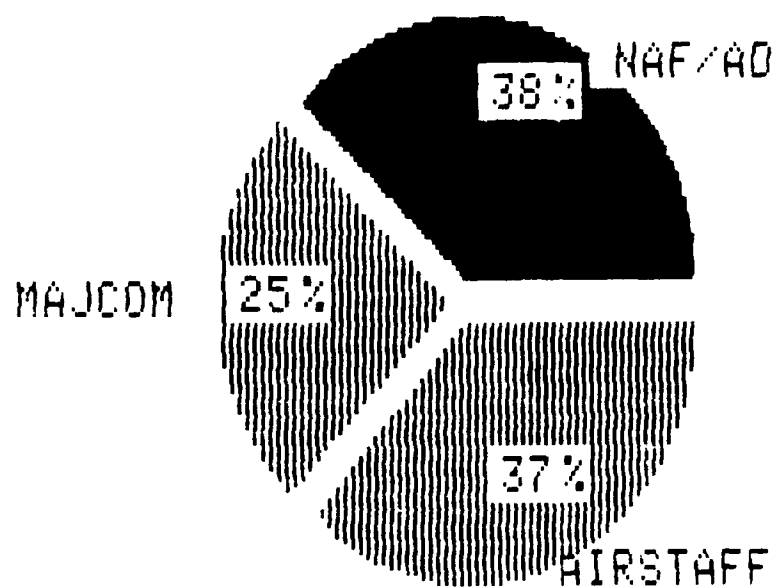


CHART 4-11
SAMPLE SIZE: 8

ICAF--1984
LT COLONEL--SPT OFF

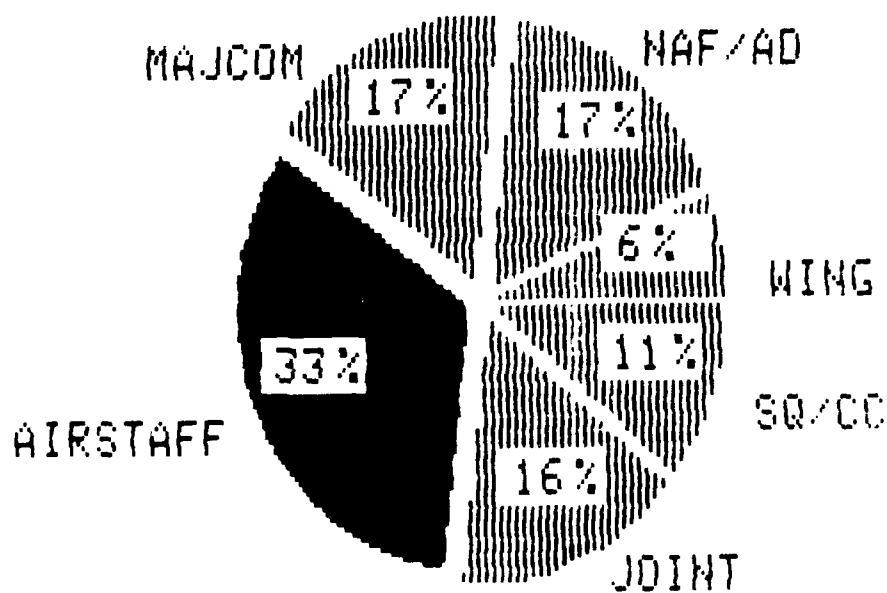


CHART 4-12
SAMPLE SIZE: 18

CHAPTER V

This chapter addresses the assignments for officers graduating from senior service school in 1985. Table 5-1 is a breakout of all assignments for colonels and colonels-select by senior service school and type/level of assignments. Charts 5-1 through 5-6 graphically depict these assignments for each of the six categories of colonels/colonels-select. Table 5-2 is a breakout of all assignments for lieutenant colonels by senior service school and type/level of assignments. Charts 5-7 thru 5-12 graphically depict these assignments for each of the six categories of lieutenant colonel. Percentage figures are rounded to the nearest whole percent and therefore may not total 100 percent.

TABLE 5-1
SSS CLASS OF 1985
COLONEL AND COLONEL-SELECT ASSIGNMENTS

PILOTS	NWC		AWC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	1	4	0	0	0	0	0	0	0	0	0	0
Vice Commander	3	13	6	11	2	13	0	0	0	0	0	0
Group Commander	1	4	0	0	0	0	0	0	0	0	0	0
SO/DW/RM	3	13	15	26	1	7	0	0	0	0	0	0
JOINT	1	4	7	12	0	0	1	25	1	10	0	0
Airstaff	9	38	3	16	7	47	0	0	5	50	1	33
MAJCOM	2	8	3	5	2	13	1	25	3	30	1	33
NAF/AD/CTR/PME	2	8	6	11	1	7	1	25	1	10	1	33
Wing & Below	2	8	0	0	2	13	1	25	0	0	0	0
Sub-Total	24		57		15		4		10		3	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	1	50	0	0	0	0	0	0	0	0	0	0
Group Commander	0	0	1	33	0	0	0	0	0	0	1	50
SO/DW/RM	0	0	0	0	0	0	0	0	0	0	0	0
JOINT	0	0	0	0	0	0	0	0	0	0	1	50
Airstaff	1	50	0	0	0	0	1	100	1	100	0	0
MAJCOM	0	0	1	33	1	50	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	1	33	1	50	0	0	0	0	0	0
Wing & Below	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	2		3		2		1		1		2	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	0	0	3	7	1	4	0	0	0	0	0	0
Group Commander	1	13	5	11	1	4	0	0	0	0	1	33
SO/DW/RM	0	0	1	2	2	9	0	0	1	33	0	0
JOINT	1	13	5	11	0	13	0	0	1	33	1	33
Airstaff	3	38	4	7	6	26	0	0	0	0	0	0
MAJCOM	2	25	10	30	2	9	1	100	1	33	1	33
NAF/AD/CTR/PME	1	13	12	27	6	35	0	0	0	0	0	0
Wing & Below	0	0	2	5	0	0	0	0	0	0	0	0
Sub-Total	5		44		23		1		3		3	
Grand Total	34		104		40		6		14		6	

Charts 5-1 through 5-3 are graphic representations of the assignments for colonel and colonel-select pilot graduates of AWC, NWC, and ICAF in 1985.

One officer from this group received an assignment as a Wing Commander. He was a graduate of NWC representing 4 percent of the class.

Wing Vice Commander assignments were as follows: AWC 6, 10 percent; NWC 3, 13 percent; and ICAF 2, 13 percent.

There were six Group Commander assignments as follows: AWC 5, 9 percent; NWC 1, 4 percent; and ICAF 0, 0 percent.

Air Staff assignments were as follows: AWC 9, 15 percent; NWC 9, 38 percent; and ICAF 7, 47 percent. Joint assignments were: AWC 7, 11 percent; NWC 1, 4 percent, and ICAF 0, 0 percent.

Also of interest are the number and percentage of DO/DM/RM assignments: AWC 15, 25 percent; NWC 3, 13 percent; and ICAF 1, 7 percent.

AIR WAR COLLEGE--1985 COLONEL--PILOTS

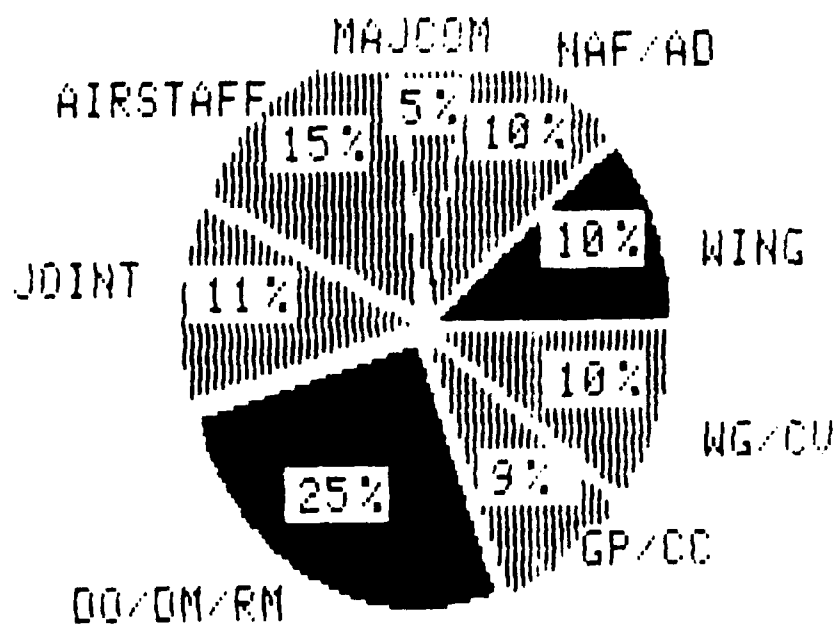


Chart 5-1
SAMPLE SIZE: 57

NATIONAL WAR COLLEGE--1985

COLONEL--PILOTS

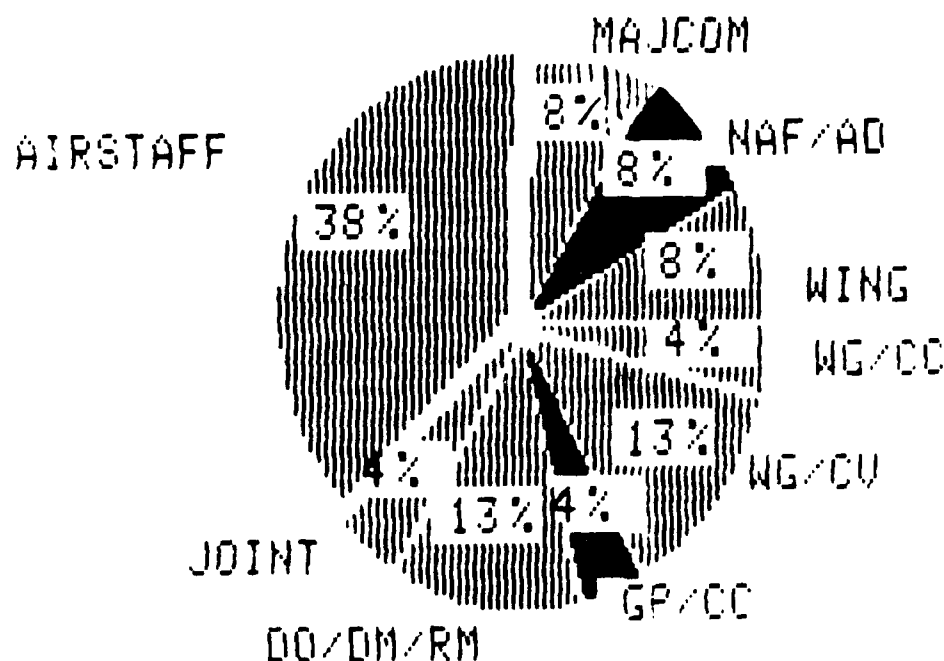


CHART 5-2
SAMPLE SIZE: 24

ICAF--1985 COLONEL--PILOTS

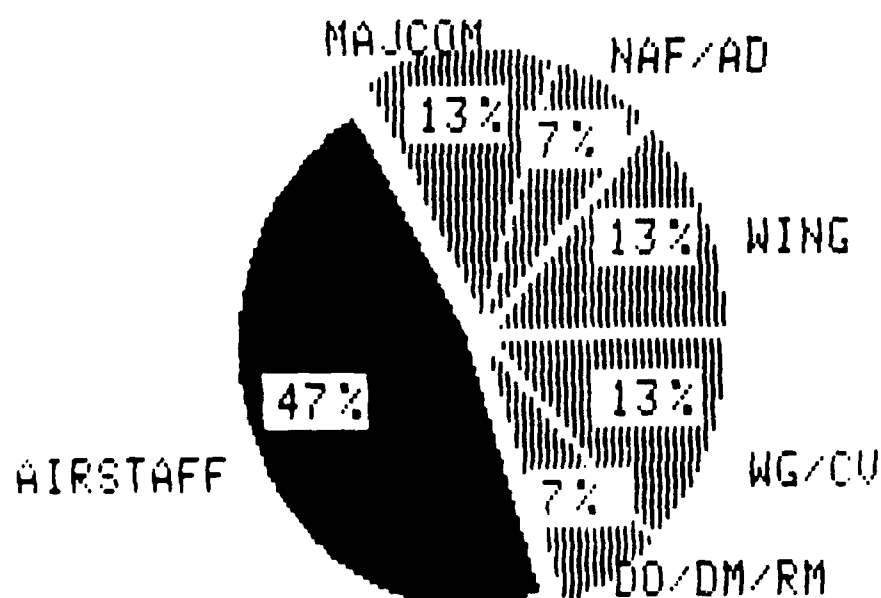


CHART 5-3
SAMPLE SIZE: 15

Charts 5-4 through 5-6 are graphic representations of the assignments for colonel and colonel-select support officer graduates of AWC, NWC, and ICAF in 1985.

Seven Officers received Group Commander assignments as follows: AWC 5, 11 percent; NWC 1, 12 percent; and ICAF 1, 4 percent. There were also Wing Vice Commander assignments as follows: AWC 3, 7 percent; NWC 0, 0 percent; and ICAF 1, 4 percent.

Of interest are the number and percentage of Air Staff assignments: AWC 3, 7 percent; NWC 3, 37 percent, and ICAF 6, 26 percent. In addition, Joint assignments were as follows: AWC 5, 11 percent; NWC 1, 12 percent and ICAF 3, 13 percent.

MAJCOM assignments were as follows: AWC 13, 30 percent; NWC 2, 24 percent; and ICAF 2, 9 percent while those assigned to a NAF/AD were: AWC 12, 27 percent; NWC 1, 12 percent; and ICAF 8, 35 percent.

AIR WAR COLLEGE--1985 COLONEL--SPT OFF

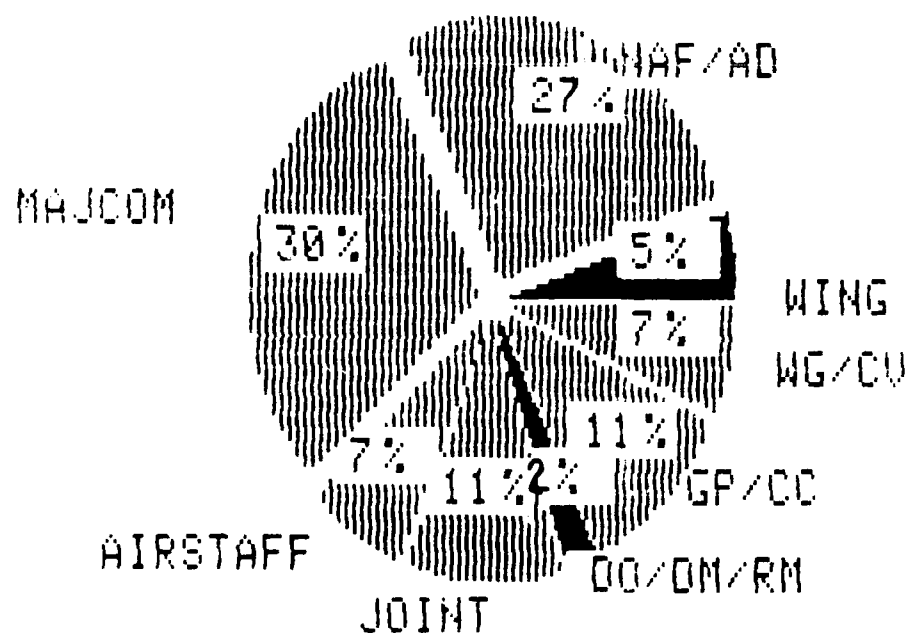


CHART 5-4
SAMPLE SIZE: 44

NATIONAL WAR COLLEGE--1985 COLONEL--SPT OFF

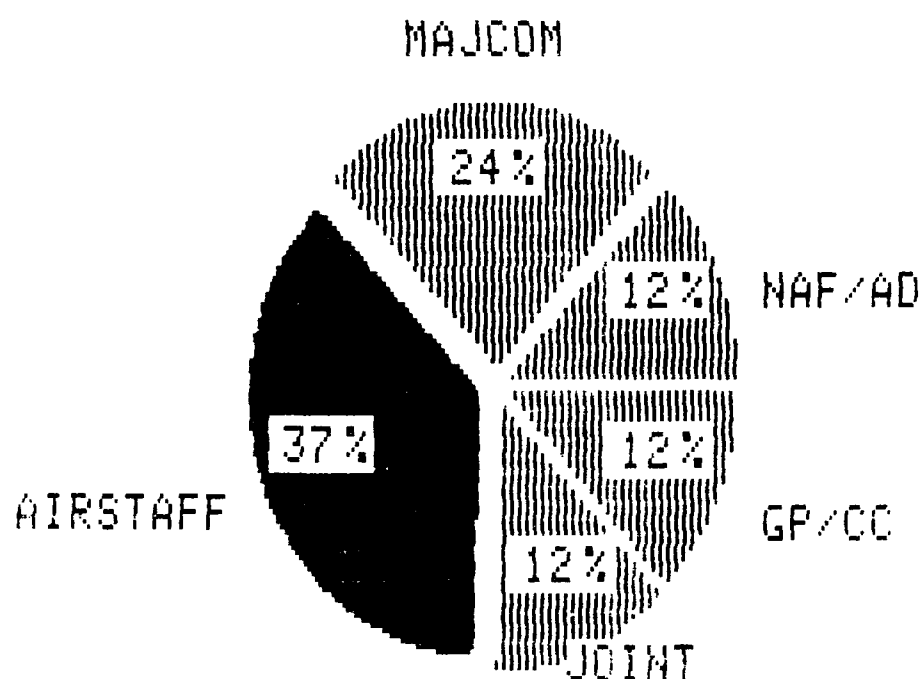


CHART 5-5
SAMPLE SIZE: 8

ICAF--1985
COLONEL--SPT OFF

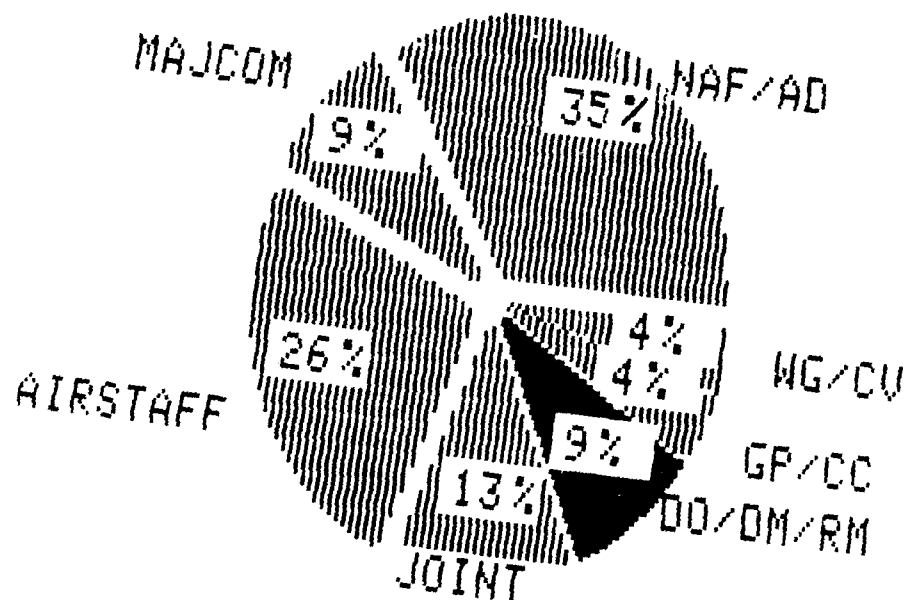


CHART 5-6
SAMPLE SIZE: 23

TABLE 5-2
SSS CLASS OF 1985
LIEUTENANT COLONEL ASSIGNMENTS

FLEETS	HMC		ANC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Sq Commander	2	29	2	10	1	17	0	0	0	0	0	0
ADD	2	29	3	14	1	17	0	0	0	0	0	0
Joint	1	14	3	14	0	0	3	60	0	0	2	50
Airstaff	1	14	1	19	1	17	2	40	1	100	0	0
MAJCOM	0	0	1	5	1	17	0	0	0	0	2	50
NAF/AD/CTR/PME	0	0	5	29	0	0	0	0	0	0	0	0
Wing & Below	1	14	2	10	2	33	0	0	0	0	0	0
Sub-Total	7		21		6		5		1		4	
NAVIGATORS												
Group Commander	0	0	1	25	0	0	0	0	0	0	0	0
Sq Commander	0	0	0	0	0	0	0	0	0	0	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
Joint	0	0	0	0	1	100	0	0	0	0	0	0
Airstaff	1	100	1	25	0	0	0	0	0	0	0	0
MAJCOM	0	0	0	0	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	1	25	0	0	0	0	0	0	0	0
Wing & Below	0	0	1	25	0	0	0	0	0	0	0	0
Sub-Total	1		4		1		0		0		0	
SUPPORT												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
Sq Commander	1	50	4	16	1	9	0	0	1	100	0	0
ADD	0	0	0	0	0	0	0	0	0	0	0	0
Joint	0	0	2	8	2	18	0	0	0	0	0	0
Airstaff	1	50	0	0	3	27	0	0	0	0	0	0
MAJCOM	0	0	4	16	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	10	40	5	45	0	0	0	0	0	0
Wing & Below	0	0	5	20	0	0	0	0	0	0	0	0
Sub-Total	2		21		11		0		1		0	
Grand Total	10		50		18		5		2		4	

Charts 5-7 through 5-9 are graphic representations of the assignments for lieutenant colonel pilot graduates of AWC, NWC, and ICAF in 1985.

Five officers were assigned as Squadron Commanders: AWC 2, 10 percent; NWC 2, 29 percent; and ICAF 1, 17 percent.

Of interest are the number and percentage of Wing ADO positions: AWC 3, 14 percent; NWC 2, 29 percent; and ICAF 1, 17 percent.

Air Staff assignments for the class were as follows: AWC 4, 19 percent; NWC 1, 14 percent; and ICAF 1, 17 percent. Joint assignments totaled 4 officers: AWC 3, 14 percent; and NWC 1, 13 percent.

AIR WAR COLLEGE--1985

LT COLONEL--PILOTS

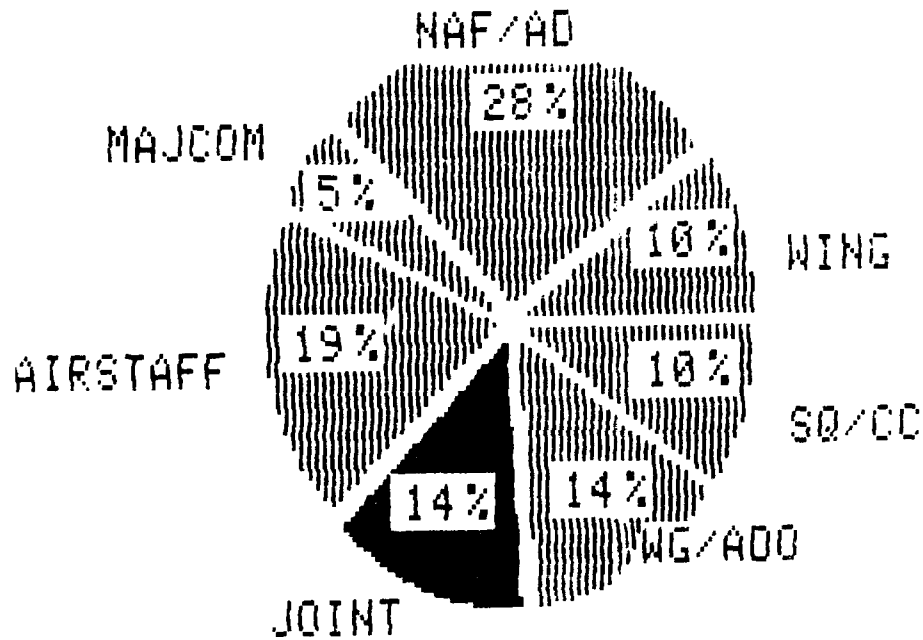


CHART 5-7
SAMPLE SIZE: 21

NATIONAL WAR COLLEGE--1985

LT COLONEL--PILOTS

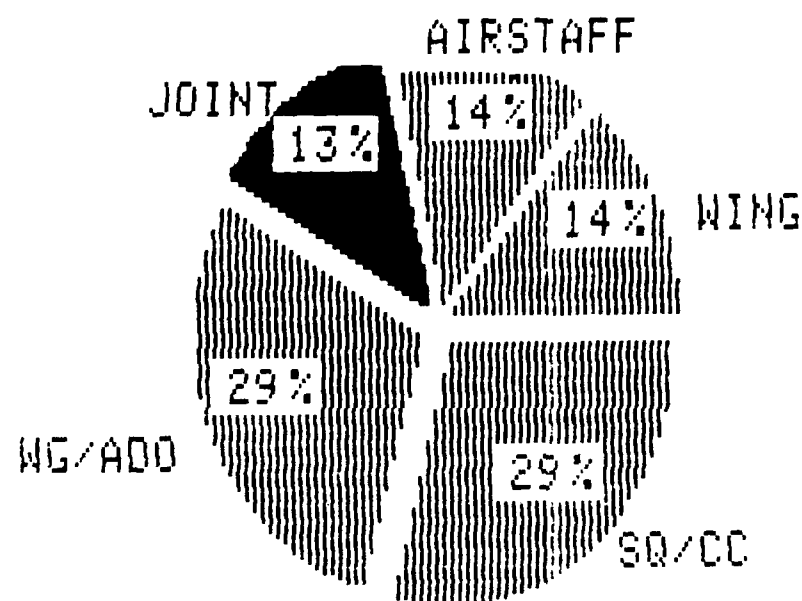


CHART 5-8
SAMPLE SIZE: 7

ICAF--1985
LT COLONEL--PILOTS

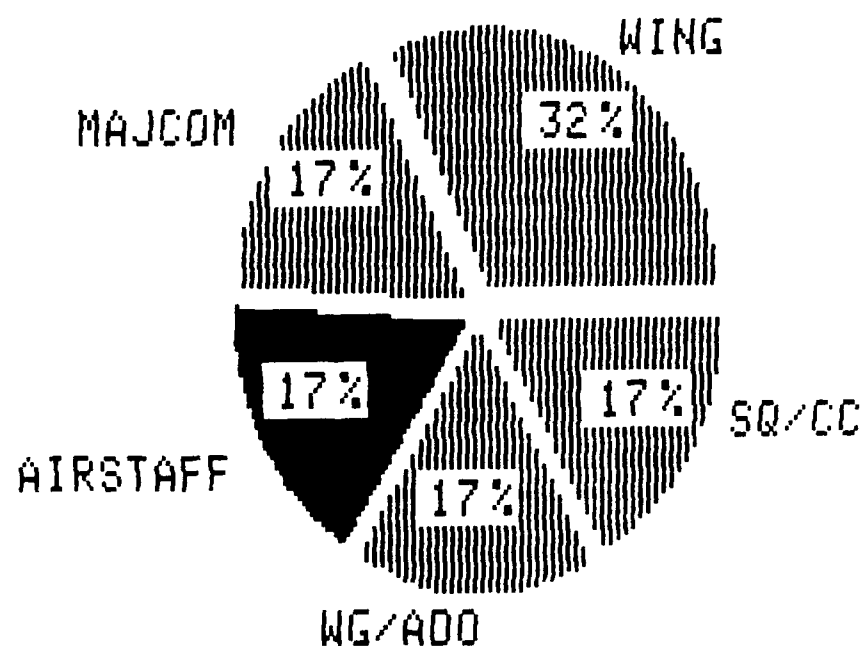


CHART 5-9
SAMPLE SIZE: 6

Charts 5-10 through 5-12 are graphic representations of the assignments for lieutenant colonel support officer graduates of AWC, NWC, and ICAF in 1985.

Six officers received assignments as Squadron Commanders: AWC 4, 16 percent; NWC 1, 50 percent; and ICAF 1, 9 percent.

Of interest are the Air Staff assignments: AWC 0, 0 percent; NWC 1, 50 percent; and ICAF 3, 27 percent. Joint assignments were: AWC 2, 8 percent; NWC 0, 0 percent; and ICAF 2, 18 percent. Also of interest is that 40 percent and 45 percent of the AWC and ICAF graduates, respectively, went to NAF/AD assignments.

AIR WAR COLLEGE--1985
LT COLONEL--SPT OFF

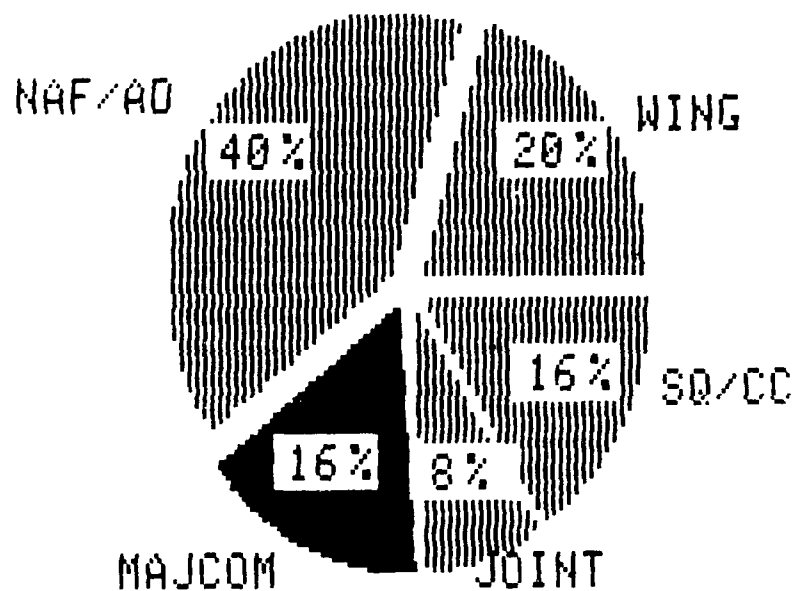
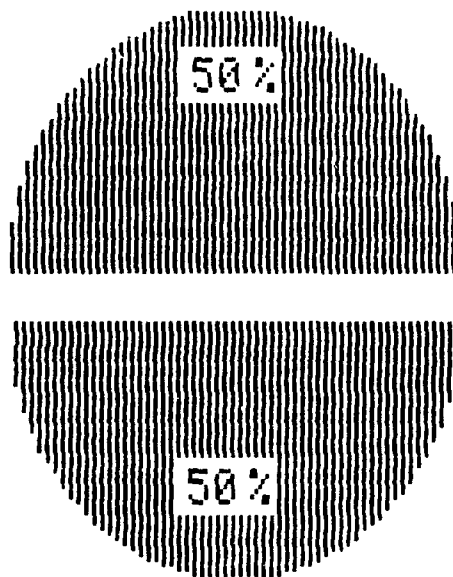


CHART 5-10
SAMPLE SIZE: 25

NATIONAL WAR COLLEGE--1985
LT COLONEL--SPT OFF

AIRSTAFF



SQ/CC

CHART 5-11
SAMPLE SIZE: 2

ICAF--1985
LT COLONEL--SPT OFF

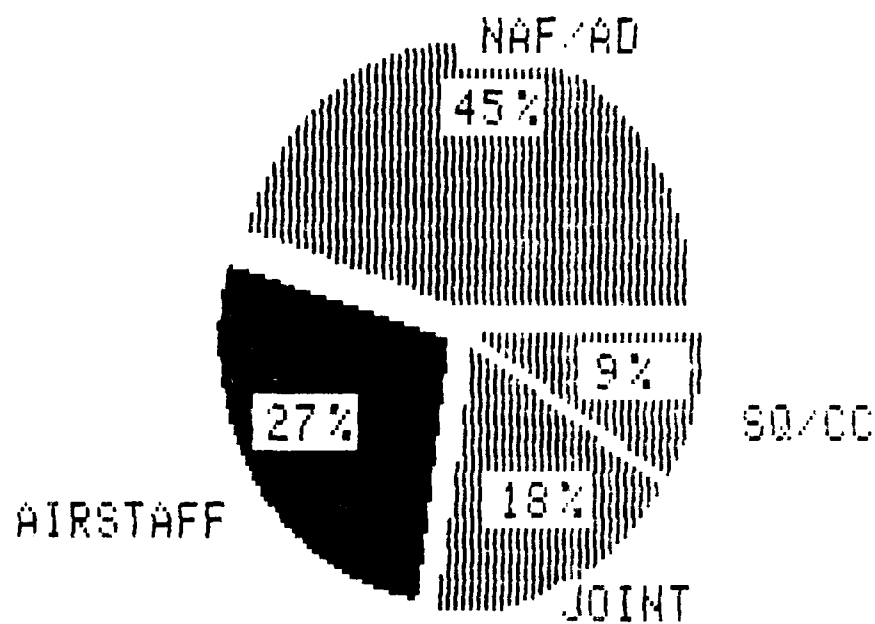


CHART 5-12
SAMPLE SIZE: 11

CHAPTER VI

This chapter addresses the assignments for officers graduating from senior service school in 1986. Table 6-1 is a breakout of all assignments for colonels and colonels-select by senior service school and type/level of assignment. Charts 6-1 through 6-6 graphically depict these assignments for each of the six categories of colonels/colonels-select.

Table 6-2 is a breakout of all assignments for lieutenant colonels by senior service school and level of assignment. Charts 6-7 through 6-12 graphically depict these assignments for each of the six categories of lieutenant colonel. Percentage figures are rounded to the nearest whole percent and therefore may not total 100 percent.

TABLE 6-1
1986
COLONEL'S AND COLONEL-SELECTS

	HMC		AWC		ICAF		OTHER		ARMY		NAVY	
P. CODE	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	2	11	5	12	1	11	0	0	1	14	0	0
Group Commander	1	5	3	7	0	0	0	0	0	0	0	0
GO/DM/RM	1	5	5	12	1	11	0	0	1	14	0	0
Joint	2	11	2	5	1	11	1	50	1	14	0	25
Air Staff	7	37	14	33	2	22	0	0	2	29	1	25
MAJCOM	5	26	3	7	2	22	1	50	1	14	0	0
NAF/AD/CTR/PME	1	5	6	14	1	11	0	0	1	14	0	0
Wing & Below	0	0	4	10	1	11	0	0	0	0	0	0
Sub-Total	19		42		9		2		7		4	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	1	50	0	0	1	25	0	0	0	0	0	0
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
GO/DM/RM	0	0	0	0	0	0	0	0	0	0	0	0
Joint	0	0	1	13	0	0	0	0	0	0	0	0
Air Staff	0	0	1	13	0	0	0	0	0	0	0	0
MAJCOM	0	0	2	25	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	0	0	0	0	1	25	0	0	0	0	0	0
Wing & Below	1	50	4	50	2	50	0	0	0	0	0	0
Sub-Total	2		8		4		0		0		0	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Vice Commander	1	11	3	7	2	10	0	0	0	0	0	0
Group Commander	1	11	4	9	1	5	0	0	0	0	0	0
GO/DM/RM	1	11	2	4	1	5	0	0	1	50	0	0
Joint	1	11	2	4	3	15	1	100	0	0	0	0
Air Staff	1	11	4	9	5	25	0	0	1	50	0	0
MAJCOM	1	11	15	33	0	0	0	0	0	0	0	0
NAF/AD/CTR/PME	3	33	15	29	8	40	0	0	0	0	0	0
Wing & Below	0	0	2	4	0	0	0	0	0	0	0	0
Sub-Total	9		45		20		1		2		0	
Grand Total	30		95		33		3		9		4	

Charts 6-1 through 6-3 are graphic representations of the assignments for colonel and colonel-select pilot graduates of AWC, NWC, and ICAF in 1986.

No officer from this group received an assignment as a Wing Commander. However, there were eight Vice Wing Commander assignments: AWC 5, 12 percent; NWC 2, 11 percent; and ICAF 1, 11 percent.

Four officers received assignments as Group Commanders: AWC 3, 7 percent; NWC 1, 5 percent; and ICAF 0, 0 percent.

Air Staff assignments were as follows: AWC 14, 33 percent; NWC 7, 37 percent; and ICAF 2, 22 percent. In addition, the following Joint assignments were received. AWC 2, 5 percent; NWC 2, 11 percent; and ICAF 1, 11 percent.

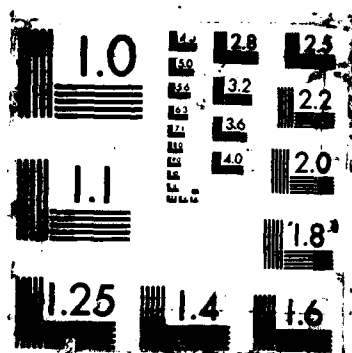
ASSIGNMENT HISTORY OF SENIOR SERVICE SCHOOL GRADUATES
(1982-1986)(U) AIR WAR COLL MAXWELL AFB AL
M C MENNY ET AL. MAY 87 AU-ACC-87-098

(1982-1986)(U) AIR MAR COLL MAXWELL AFB AL
M C HENNY ET AL MAY 87 AU-ACC-87-098

F/G 5/9

HL

Figure 1 displays a sequence of 75 small images arranged in a 5x15 grid, illustrating the degradation of a handwritten digit '4' over time. The first column shows the original image. The subsequent four columns show the image after 1, 2, 3, and 4 hours of storage, respectively. The images show increasing noise and degradation as time progresses. The last row contains a legend with labels: '1. Original', '2. 1h', '3. 2h', '4. 3h', and '5. 4h'.



AIR WAR COLLEGE--1986

COLONEL--PILOTS

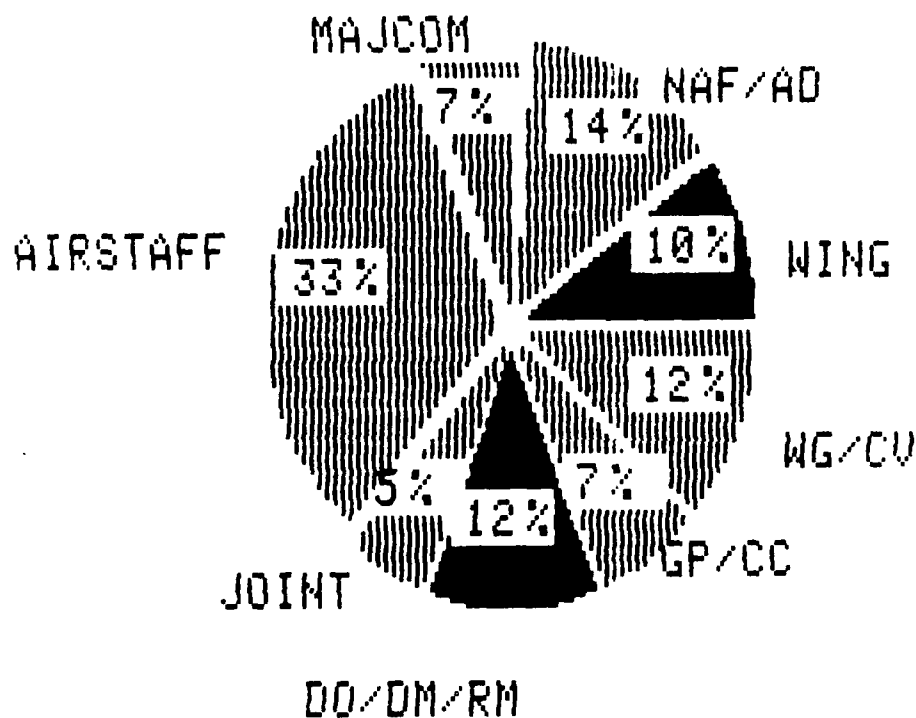


Chart 6-1
SAMPLE SIZE: 42

NATIONAL WAR COLLEGE--1986

COLONEL--PILOTS

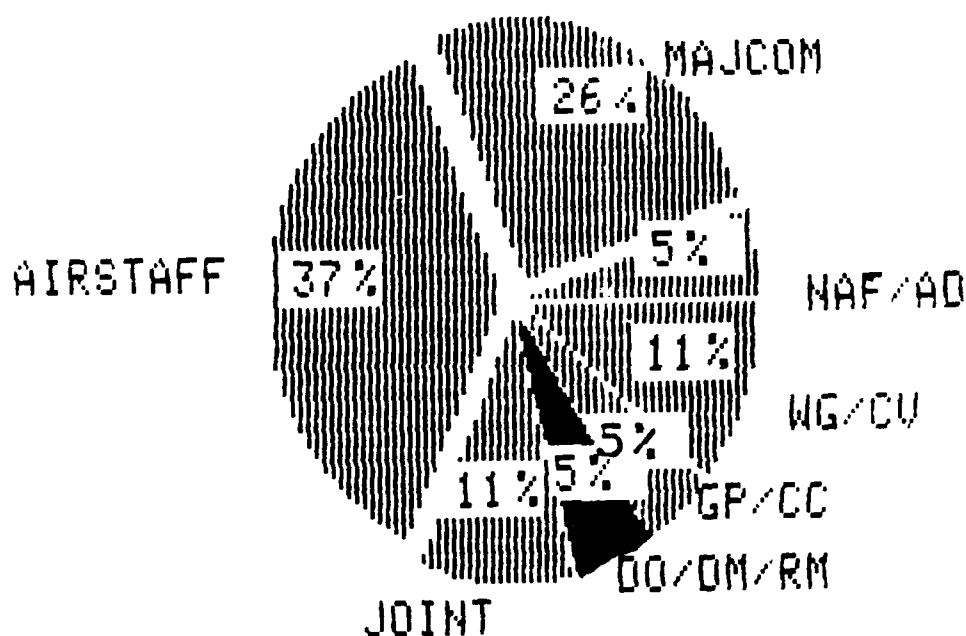


CHART 6-2
SAMPLE SIZE: 19

ICAF--1986 COLONEL--PILOTS

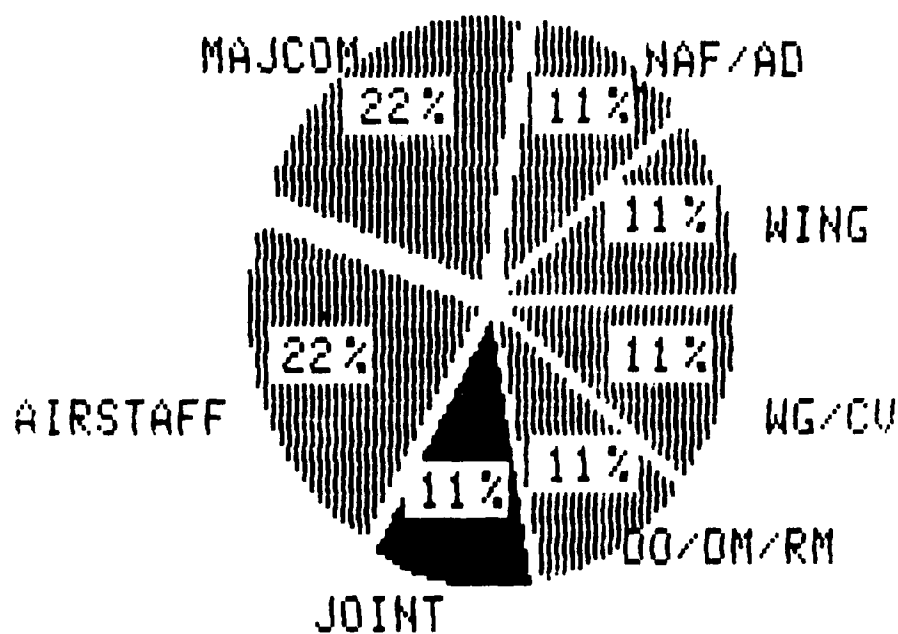


CHART 6-3
SAMPLE SIZE: 9

Charts 6-4 through 6-6 are graphic representations of the assignments for colonel and colonel-select support officers graduating from AWC, NWC, and ICAF in 1986.

There were six Wing Vice Commander assignments: AWC 3, 7 percent; NWC 1, 11 percent; and ICAF 2, 10 percent. In addition, six officers received assignments as Group Commanders: AWC 4, 9 percent; NWC 1, 11 percent; and ICAF 1, 5 percent.

Air Staff assignments were as follows: AWC 4, 9 percent; NWC 1, 11 percent; and ICAF 5, 25 percent. Joint assignments totaled six as follows: AWC 2, 4 percent; NWC 1, 11 percent; and ICAF 3, 15 percent.

A total of 24 officers received NAF/AD assignments: AWC 13, 29 percent; NWC 3, 33 percent; and ICAF 8, 40 percent.

AIR WAR COLLEGE--1986

COLONEL--SPT OFF

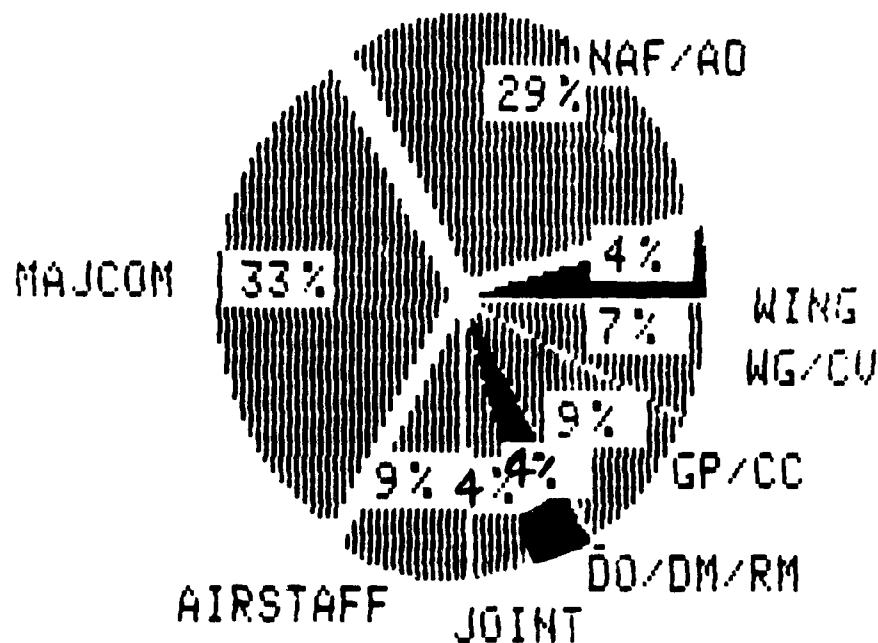


CHART 6-4
SAMPLE SIZE: 45

NATIONAL WAR COLLEGE--1986

COLONEL--SPT OFF

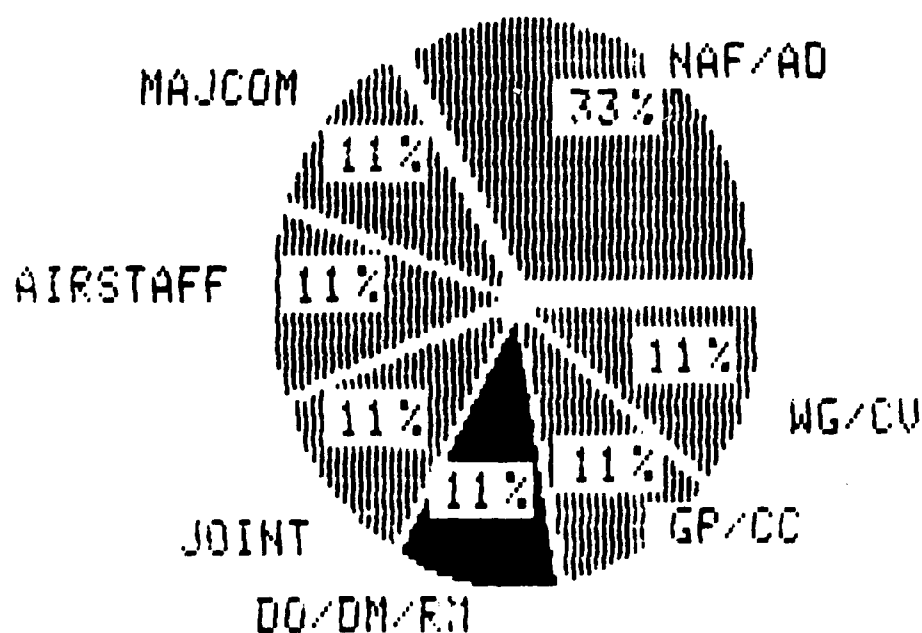


CHART 6-5
SAMPLE SIZE: 9

ICAF--1986
COLONEL--SPT OFF

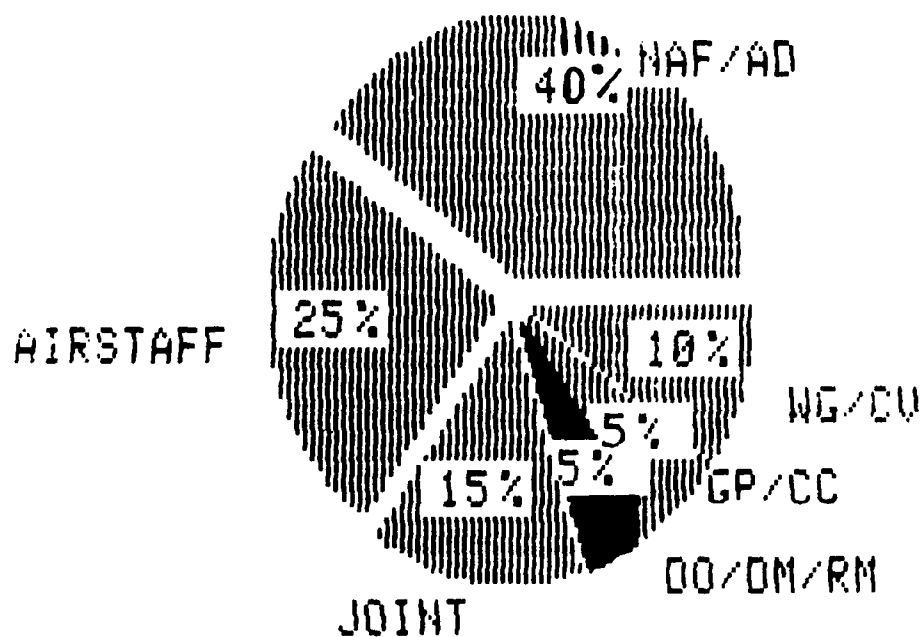


CHART 6-6
SAMPLE SIZE: 20

TABLE 6-2
SS, CLASS OF 1986
LIEUTENANT COLONEL ASSIGNMENTS

PILOTS	NWC		AFC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Group Commander	0	0	0	4	0	0	0	0	0	0	0	0
AGC	0	0	0	4	2	33	0	0	1	20	0	0
Joint	1	17	0	13	1	17	2	100	0	0	0	0
Air Staff	5	83	2	9	0	0	0	0	2	40	2	29
MAJCOM	0	0	0	13	1	17	0	0	0	0	1	14
NAF/AD/CTR/PHE	0	0	1	48	1	17	0	0	2	40	3	43
Wing & Below	0	0	0	5	1	17	0	0	0	0	1	14
Sub-Total	6		23		6		2		5		7	
NAVIGATORS												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
Sq Commander	0	0	0	0	0	0	0	0	0	0	0	0
AGC	0	0	0	0	0	0	0	0	0	0	0	0
Joint	0	0	0	0	0	0	0	0	0	0	0	0
Air Staff	1	100	1	33	2	100	0	0	0	0	0	0
MAJCOM	0	0	0	0	0	0	0	0	0	0	0	0
NAF/AD/CTR/PHE	0	0	0	33	0	0	0	0	0	0	0	0
Wing & Below	0	0	1	33	0	0	0	0	0	0	0	0
Sub-Total	1		2		2		0		0		0	
SUPPORT												
Group Commander	0	0	0	0	0	0	0	0	0	0	0	0
Sq Commander	1	14	5	17	1	5	0	0	0	0	0	0
AGC	0	0	0	0	0	0	0	0	0	0	0	0
Joint	4	57	0	17	3	15	1	100	0	0	0	0
Air Staff	1	14	2	7	5	20	0	0	1	100	0	0
MAJCOM	0	0	0	17	1	5	0	0	0	0	1	100
NAF/AD/CTR/PHE	1	14	1	37	2	12	0	0	0	0	0	0
Wing & Below	0	0	2	7	1	5	0	0	0	0	0	0
Sub-Total	7		10		12		1		1		1	
Grand Total	14		36		27		3		6		8	

Charts 6-7 through 6-9 are graphic representations of the assignments for lieutenant colonel pilot graduates of AWC, NWC, and ICAF in 1987.

One AWC graduate received an assignment as a squadron Commander.

Of interest is the number and percentage of Air Staff and Joint assignments. Air Staff: AWC 2, 9 percent; NWC 5, 83 percent; and ICAF 0, 0 percent. Joint: AWC 3, 13 percent; NWC 1, 17 percent; and ICAF 1, 17 percent.

Also of interest are the number and percentage of NAF/AD assignments: AWC 11, 48 percent; NWC 0, 0 percent; and ICAF 1, 16 percent.

AIR WAR COLLEGE--1986

LT COLONEL--PILOTS

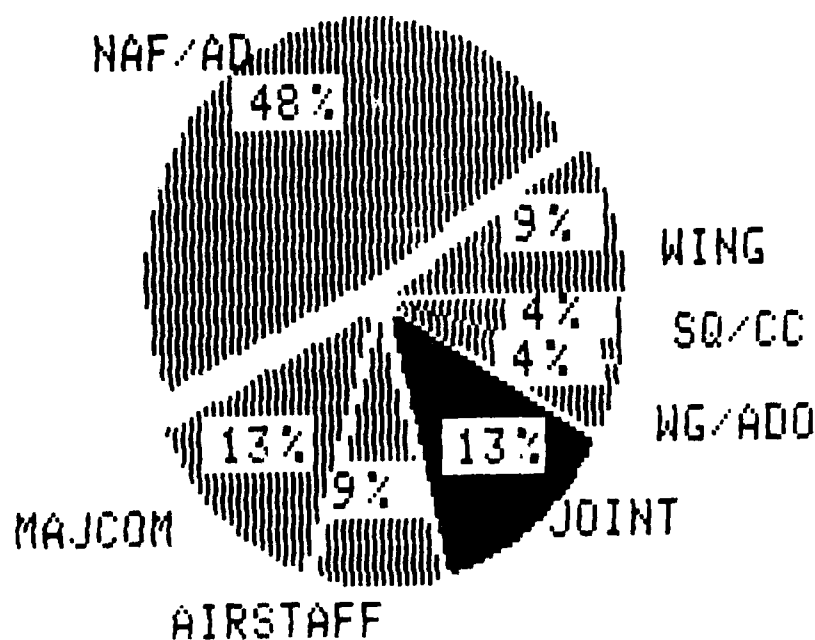


CHART 6-7
SAMPLE SIZE: 23

NATIONAL WAR COLLEGE--1986
LT COLONEL--PILOTS

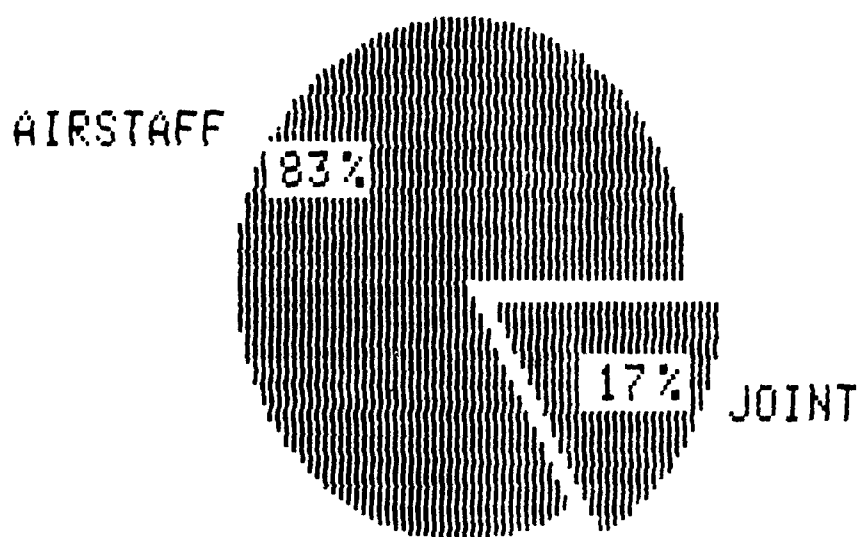


CHART 6-8
SAMPLE SIZE: 6

ICAF--1986
LT COLONEL--PILOTS

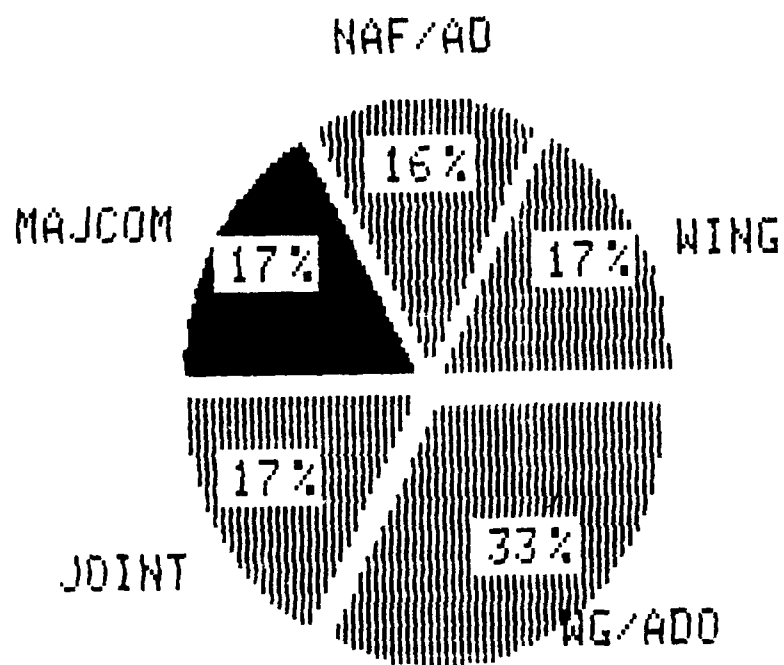


CHART 6-9
SAMPLE SIZE: 6

Charts 6-10 through 6-12 are graphic representations of the assignments for lieutenant colonel support officer graduates of AWC, NWC, and ICAF in 1986.

Seven graduates received assignments as Squadron Commanders: AWC 5, 17 percent; NWC 1, 14 percent; and ICAF 1, 5 percent.

Air Staff assignments were as follows: AWC 2, 7 percent; NWC 1, 14 percent; and ICAF 5, 26 percent. Of interest are the Joint assignments: AWC 5, 16 percent; NWC 4, 57 percent; and ICAF 3, 16 percent.

Also of interest are the number and percentage of NAF/AD assignments: AWC 11, 37 percent; NWC 1, 14 percent; and ICAF 8, 42 percent.

AIR WAR COLLEGE--1986
LT COLONEL--SPT OFF

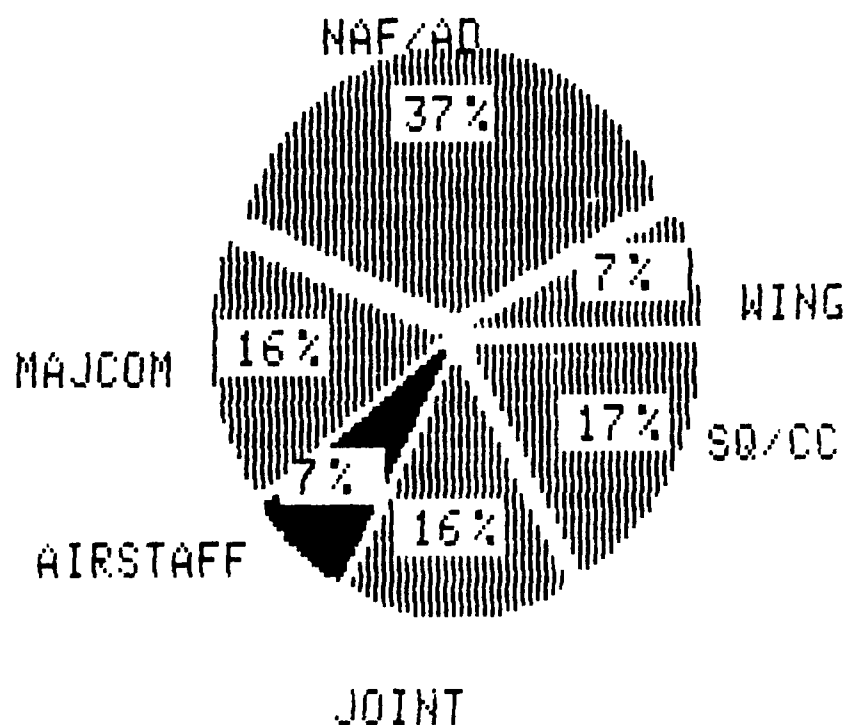


CHART 6-10
SAMPLE SIZE: 30

NATIONAL WAR COLLEGE--1986
LT COLONEL--SPT OFF

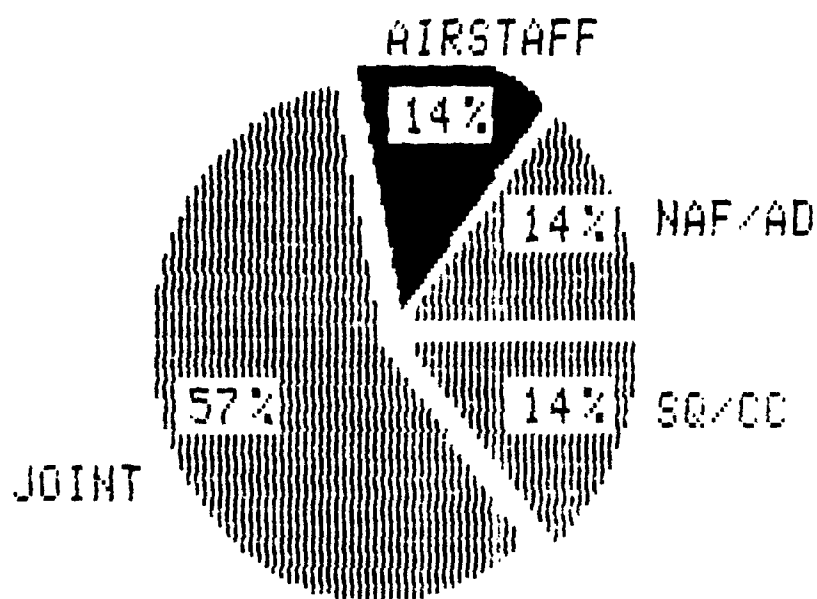


CHART 6-11
SAMPLE SIZE: 7

ICAF--1986
LT COLONEL--SP7 OFF

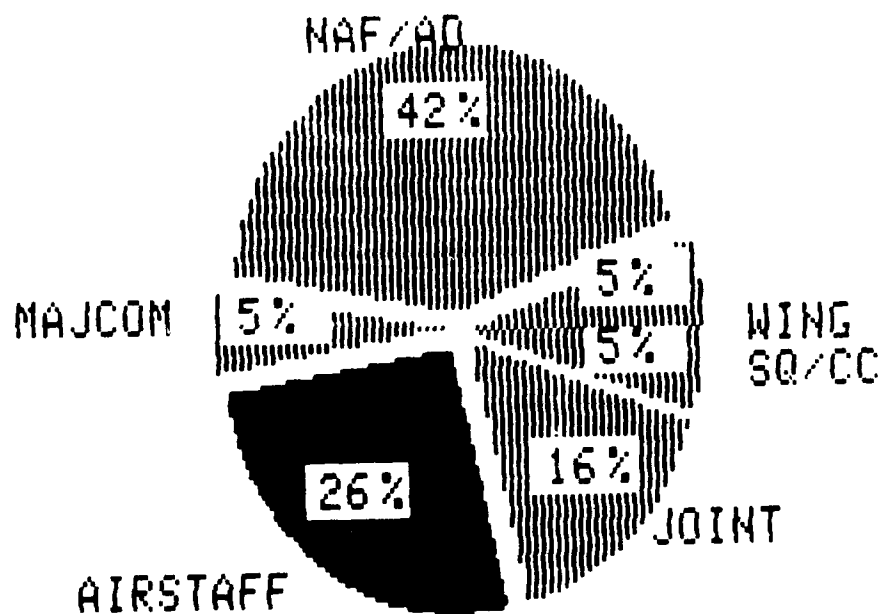


CHART 6-12
SAMPLE SIZE: 19

Chapter VII

This chapter will summarize assignments for senior service school graduates cumulatively from 1982-1986.

Table 7-1 is a breakout of all assignments for colonel and colonels-select by senior service school and type/level of assignments. Charts 7-1 through 7-6 graphically depict these assignments for each of the six categories of colonels and colonels-select. Table 7-2 is a breakout of all assignments for lieutenant colonels by senior service school and type/level of assignments. Charts 7-7 through 7-12 graphically depict these assignments for each of the six categories of lieutenant colonels.

Charts 7-13 through 7-14 describe joint assignments for AWC, NWC, and ICAF for 1982 through 1986. Charts 7-15 through 7-16 are a synopsis of Air Staff assignments for the same period. As with the charts in previous chapters, data for graduates of the Army and Navy War colleges and the foreign service schools are not depicted separately on a graph due to the small numbers of graduates involved. In addition, charts 7-13 through 7-16 include Navigators/Weapon System Operators in the rated numbers.

Charts 7-17 through 7-20 show combined Joint and Air Staff assignments during the period of this study. These charts are presented because Joint and Air Staff assignments represent a significant share of the assignments allocated to senior service school graduates. In addition, they are

perceived by many to be important "stepping stone" assignments particularly for those officers who have not yet had this level of assignment. With the 1986 Department of Defense Reorganization Act, it appears certain that in the future a much greater percentage of Air Force graduates of the National Defense University schools, and perhaps of the Army, Navy, and the Air War colleges, will be required to fill Joint assignments. The information presented in these charts indicates that in the future, a much greater percentage of NWC and ICAF graduates will be required in Joint Assignments than has been the case over the past five years.

TABLE 7-1
COMPOSIT TOTALS OF YEAR GROUPS
(1982-1986)
(COLONEL'S AND COLONEL'S SELECT)

	AFC		AFC		ICAF		OTHER		ARMY		NAVY	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Wing Commander	3	3	0	0	0	0	0	0	0	0	0	0
Wing Commander	8	9	17	7	6	11	0	0	2	5	0	25
Group Commander	4	4	17	7	3	6	4	31	0	0	0	0
JOCDM/RM	8	9	39	17	6	11	2	15	4	11	0	10
JOINT	5	5	11	8	2	4	2	15	4	11	1	5
Wing Staff	40	43	60	28	20	37	0	0	14	38	6	30
MAJCOM	9	10	23	11	9	15	3	23	6	16	4	20
IAF/AD/OTR/PME	6	7	28	12	4	7	1	8	5	14	1	5
Wing & Below	9	10	23	10	5	9	1	8	2	5	1	5
Sub-Total	92		234		54		15		37		21	
NAVIGATORS												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Wing Commander	2	25	0	0	1	9	0	0	0	0	0	0
Group Commander	0	0	2	8	1	9	0	0	0	0	2	50
JOCDM/RM	0	0	4	15	0	0	0	0	0	0	0	0
JOINT	0	0	3	12	0	0	0	0	1	33	1	25
Wing Staff	3	38	2	8	0	0	1	100	1	33	1	25
MAJCOM	1	13	6	23	2	18	0	0	0	0	0	0
IAF/AD/OTR/PME	1	13	3	12	2	18	0	0	1	33	0	0
Wing & Below	1	13	6	23	5	45	0	0	0	0	0	0
Sub-Total	9		26		11		1		3		4	
SUPPORT												
Wing Commander	0	0	0	0	0	0	0	0	0	0	0	0
Wing Commander	0	4	0	4	3	0	0	0	0	0	1	7
Group Commander	0	10	11	11	6	0	0	0	2	17	2	14
JOCDM/RM	1	2	11	7	4	4	0	0	2	17	0	0
JOINT	0	16	20	11	12	12	3	40	1	0	4	29
Wing Staff	12	24	10	10	31	30	0	0	2	17	2	14
MAJCOM	7	14	40	26	15	15	0	0	5	42	1	21
IAF/AD/OTR/PME	12	24	47	26	31	30	0	0	0	0	0	0
Wing & Below	1	14	0	0	1	1	1	14	0	0	1	7
Sub-Total	42		111		77		7		12		14	
Grand Total	144		440		168		21		52		38	

Charts 7-1 through 7-3 indicate the assignment history for colonel pilots graduating from AWC, NWC, and ICAF from 1982-1986.

Over the entire period, colonel pilots assigned to the Air Staff were as follows: AWC 65, 27 percent; NWC 40, 43 percent; and ICAF 20, 37 percent.

Wing Commander assignments are as follows: AWC 1, .5 percent; NWC 3, 3 percent; and ICAF 0, 0 percent.

Wing Vice Commander assignments are as follows: AWC 17, 7 percent; NWC 8, 9 percent; and ICAF 6, 11 percent.

Joint assignments are as indicated: AWC 19, 8 percent; NWC 5, 5, percent; and ICAF 2, 4 percent.

Also of interest on this group is DO/DM/RM assignments: AWC 39, 17 percent; NWC 8, 9 percent; and ICAF 6, 11 percent.

With the new DOD Reorganization Act, this information indicates that in the future a much greater percentage of NWC and ICAF colonel pilots will be required joint assignments than over the past five years.

AIR WAR COLLEGE 1982-1986 COLONEL--PILOTS

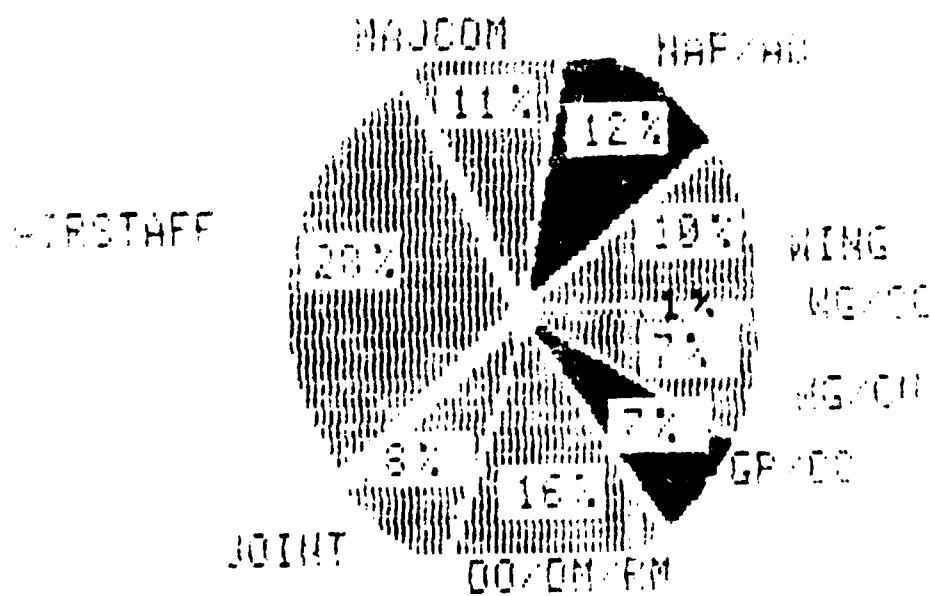


Chart 7-1
SAMPLE SIZE: 234

NATIONAL WAR COLLEGE 1982-1986 COLONEL--PILOTS



CHART 7-2
SAMPLE SIZE: 92

ICRF
1982-1986
COLONEL--PILOTS

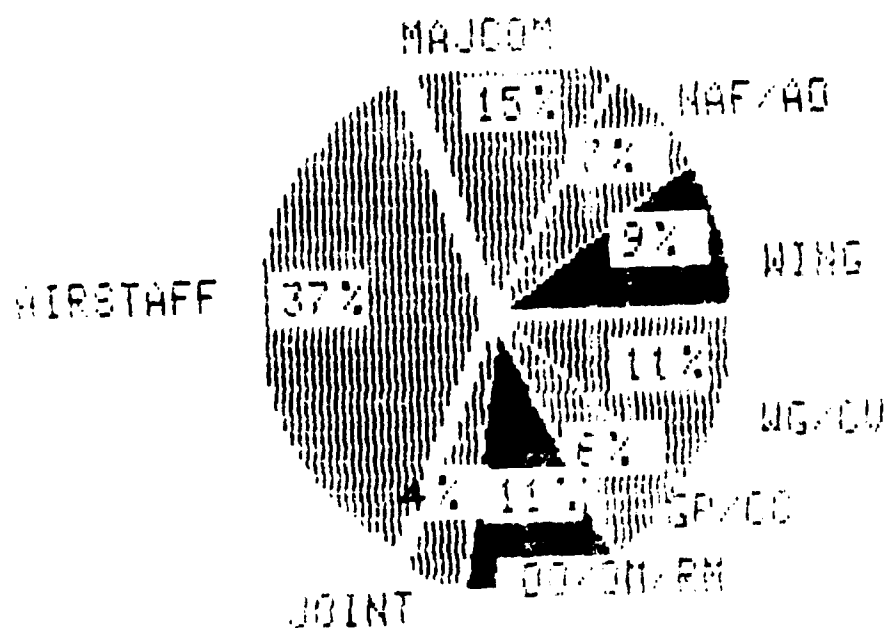


CHART 7-3
SAMPLE SIZE: 54

Charts 7-4 through 7-6 indicate the assignment history for colonel support officers graduating from AWC, NWC, and ICAF from 1982-1986.

Over the entire period colonel support officers assigned to the Air Staff were as follows: AWC 18, 19 percent; NWC 12, 24 percent; and ICAF 31, 30 percent.

Also of note are MAJCOM assignments: AWC 47, 26 percent; NWC 7, 14 percent; and ICAF 15, 15 percent.

Otherwise, the remaining assignments are very similar in terms of type and level.

AIR WAR COLLEGE 1982-1986 COLONEL--SPT OFF

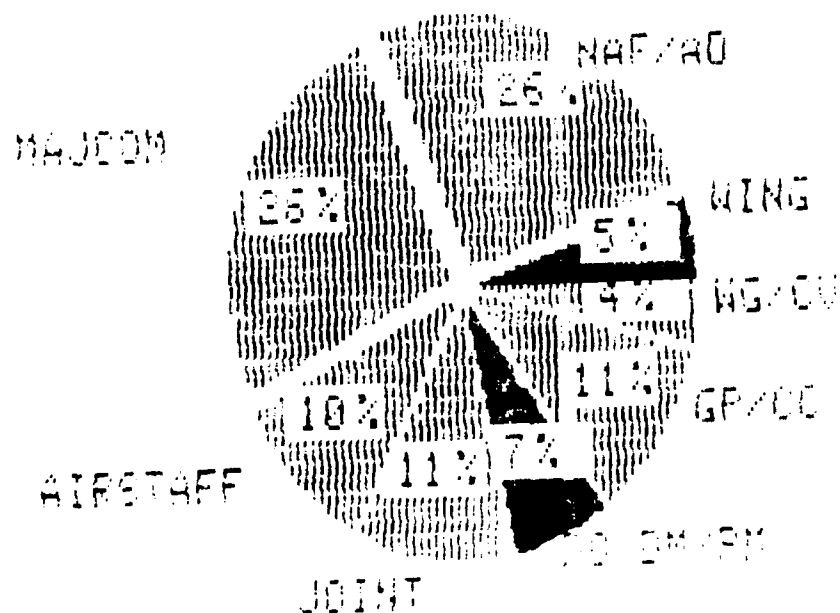


CHART 7-4
SAMPLE SIZE: 180

NATIONAL WAR COLLEGE 1982-1986 COLONEL--SPT OFF

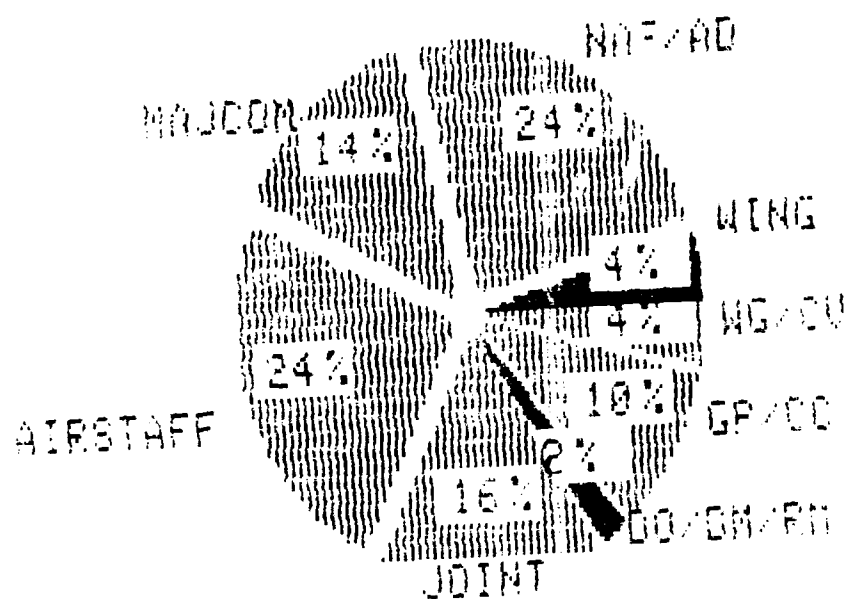


CHART 7-5
SAMPLE SIZE: 49

ICAF
1982-1986
COLONEL--SPT OFF

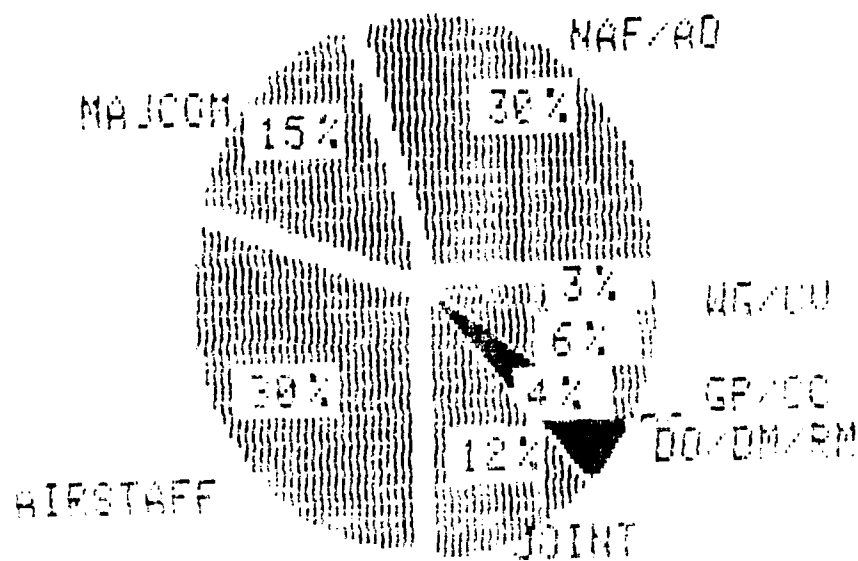


CHART 7-6
SAMPLE SIZE: 103

TABLE 7-2
COMPOSITE TOTALS OF YEAR GROUPS
1982-1986
LIEUTENANT COLONEL'S

POSTS	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Group Commander	0	0	10	9	3	15	0	0	3	17	0	0
ADJ	2	0	7	6	3	15	0	0	1	6	0	0
Joint	0	0	13	10	1	5	13	62	1	6	0	24
Air Staff	11	33	19	15	3	15	3	14	6	33	4	19
MAJCOM	4	12	24	19	3	15	3	14	1	6	0	19
NAF/AD/OTR/PM	2	6	31	24	3	15	0	0	5	28	0	14
Wing & Below	5	15	23	19	4	20	2	10	1	6	4	19
Sub-Total	33		127		20		21		18		24	
NAVIGATORS												
Group Commander	0	0	1	4	0	0	0	0	1	33	0	0
Sq Commander	0	0	3	11	0	0	0	0	0	0	0	0
ADJ	0	0	0	0	0	0	0	0	0	0	0	0
Joint	1	25	6	22	3	43	2	30	1	33	1	100
Air Staff	2	50	5	19	2	29	0	0	0	0	0	0
MAJCOM	1	25	2	7	0	0	0	0	1	33	0	0
NAF/AD/OTR/PM	0	0	7	26	0	0	0	0	0	0	0	0
Wing & Below	0	0	3	11	2	29	2	50	0	0	0	0
Sub-Total	4		27		7		4		3		1	
SUPPORT												
Group Commander	1	3	0	0	0	0	0	0	0	0	0	0
Sq Commander	3	10	24	14	5	6	0	0	1	25	2	33
ADJ	0	0	0	0	0	0	0	0	0	0	1	17
Joint	6	20	25	14	18	22	4	50	0	0	1	17
Air Staff	9	30	15	9	22	27	1	20	2	50	0	0
MAJCOM	2	7	30	17	8	10	0	0	1	25	1	17
NAF/AD/OTR/PM	6	20	54	31	24	30	0	0	0	0	0	0
Wing & Below	3	10	27	15	4	5	0	0	0	0	1	17
Sub-Total	30		170		81		5		4		0	
Sub-Total	67		323		108		30		25		40	

Charts 7-7 through 7-9 indicate the assignment history for lieutenant colonel pilots graduating from AWC, NWC, and ICAF.

Squadron Commander assignment history was as follows: AWC 10, 8 percent; NWC 6, 18 percent; and ICAF 3, 15 percent.

Wing ADO positions were as follows: AWC 7, 6 percent; NWC 2, 6 percent; and ICAF 3, 15 percent.

Air Staff assignments were as indicated: AWC 18, 15 percent; NWC 11, 33 percent; and ICAF 3, 15 percent.

AIR WAR COLLEGE 1983-1986 LT COL--PILOTS

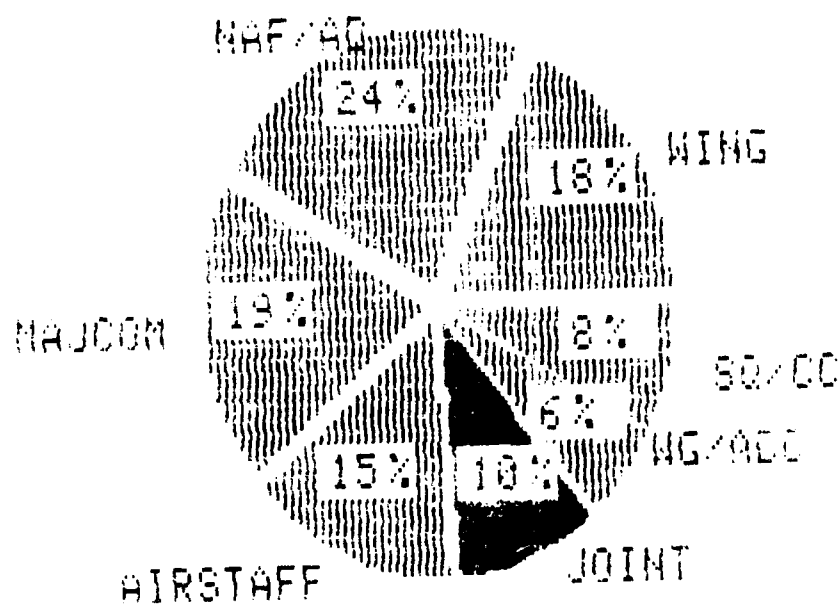


CHART 7-7
SAMPLE SIZE: 127

NATIONAL WAR COLLEGE 1982-1986 LT COL-PILOTS

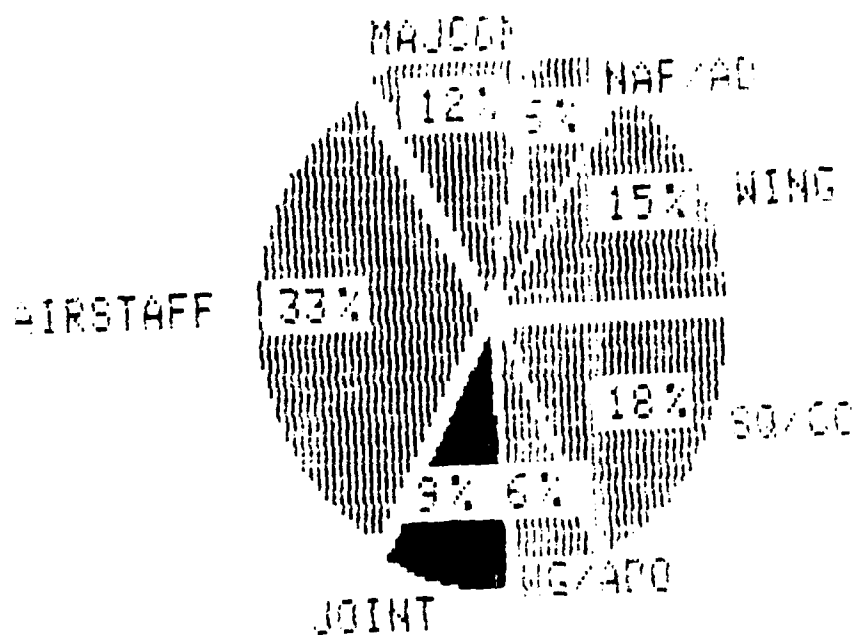


CHART 7-8
SAMPLE SIZE: 33

ICAF 1982-1986 LT COL--PILOTS

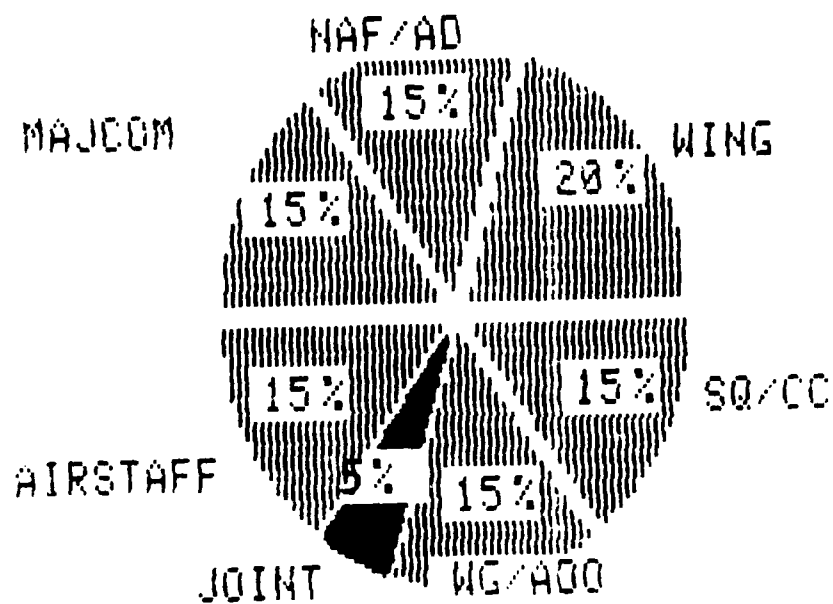


CHART 7-9
SAMPLE SIZE: 20

Charts 7-10 through 7-12 indicate the assignment history for lieutenant colonel support officers graduating from AWC, NWC, and ICAF from 1982-1986.

Over the period, assignment history for Air Staff positions was as follows: AWC 15, 9 percent; NWC 9, 30 percent; and ICAF 22, 27 percent.

One officer from NWC (3 percent) was assigned as a Group Commander.

Squadron Commander assignments were as follows: AWC 24, 14 percent; NWC 3, 10 percent; and ICAF 5, 6 percent.

Joint assignments were as indicated: AWC 25, 14 percent; NWC 6, 20 percent; and ICAF 18, 22 percent.

AIR WAR COLLEGE 1982-1986 LT COL--SPT OFF

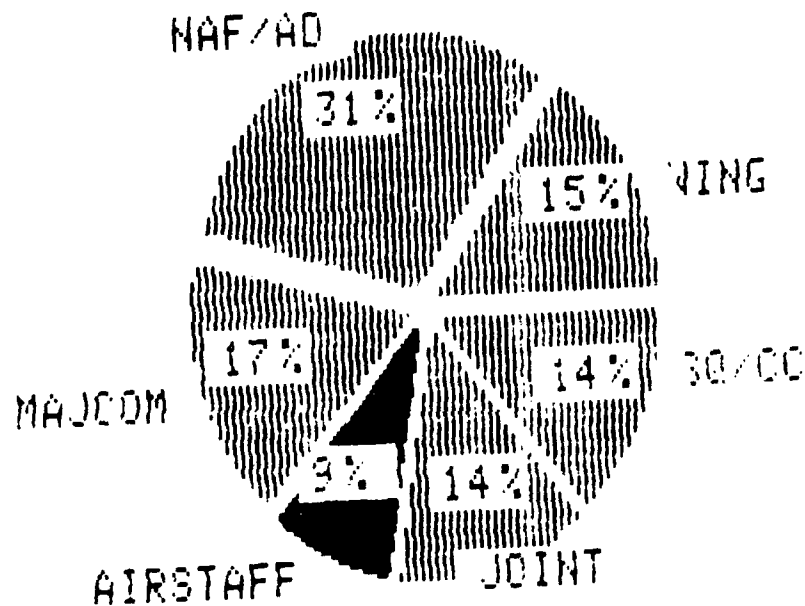


CHART 7-10
SAMPLE SIZE: 175

NATIONAL WAR COLLEGE 1982-1986 LT COL--SPT OFF

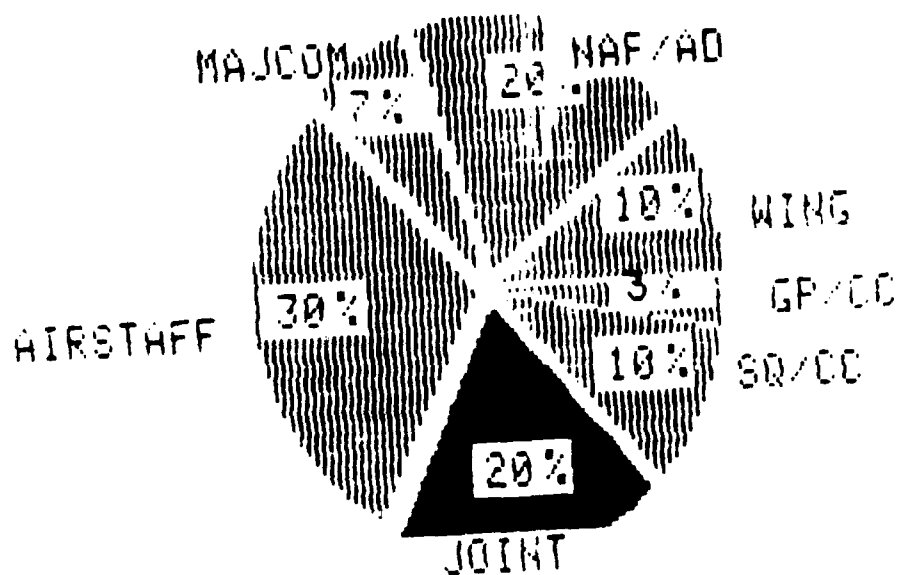


CHART 7-11
SAMPLE SIZE: 30

ICAF
1982-1986
LT COL--SPT OFF

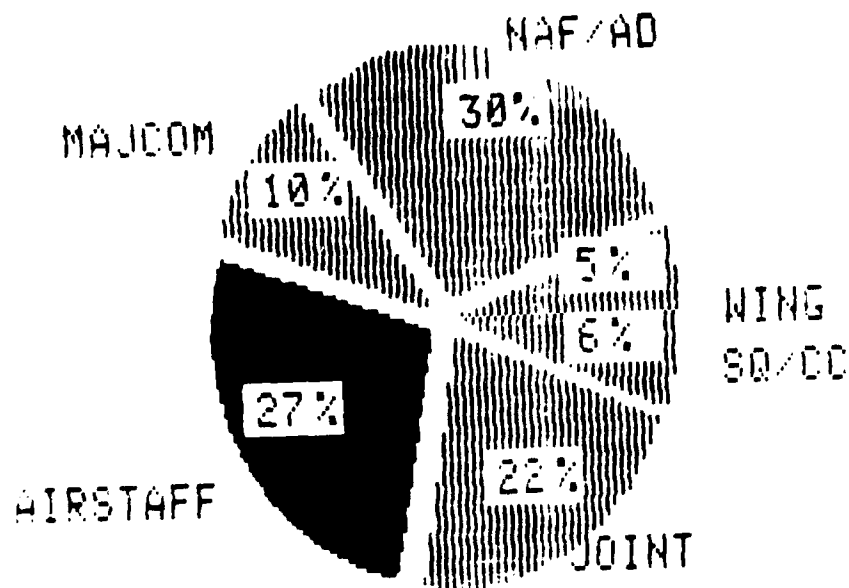


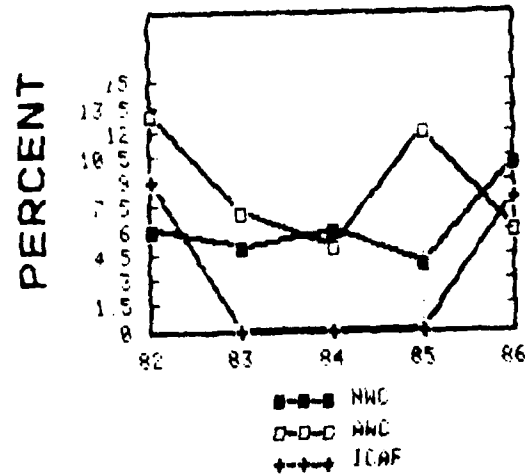
CHART 7-12
SAMPLE SIZE: 81

Charts 7-13 and 7-14 portray Joint Assignments for AWC, NWC, and ICAF as a percentage from 1982-1986. On these charts navigators are included in the total rated numbers.

Charts 7-15 and 7-16 are a synopsis of Air Staff assignments over the period 1982-1986.

Charts 7-17 through 7-20 describe combined Joint and Air Staff assignments as a total percentage for the groups indicated.

JOINT ASSIGNMENTS RATED COLONELS 1982-1986



JOINT ASSIGNMENTS SPT OFF-COLONELS 1982-1986

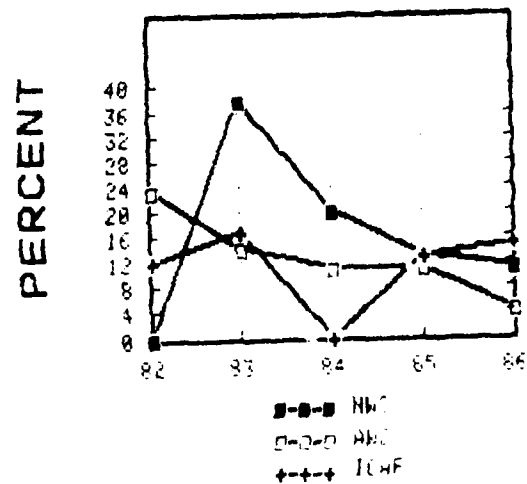
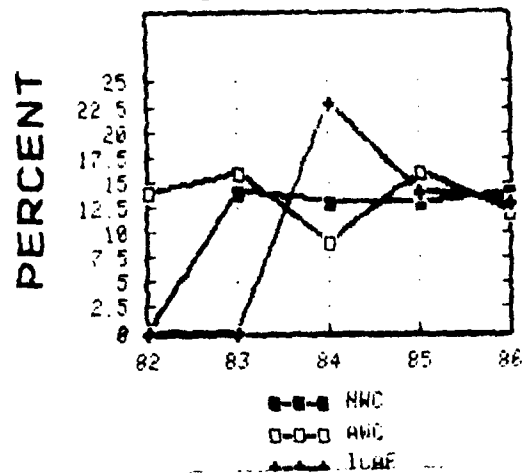


CHART 7-13

JOINT ASSIGNMENTS RATED LT COLONELS 1982-1986



JOINT ASSIGNMENTS SPT OFF--LT COLONELS 1982-1986

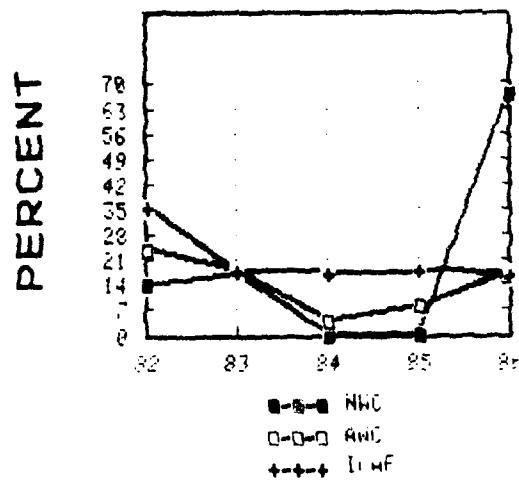
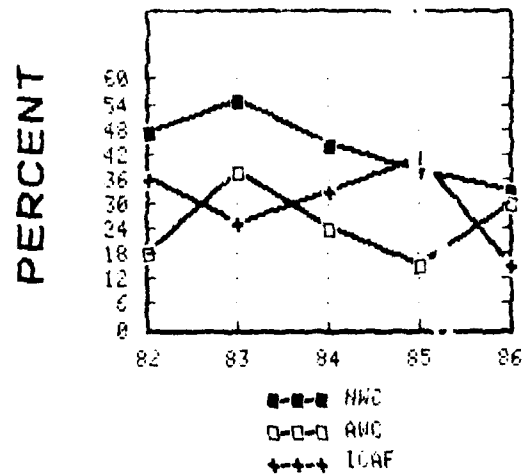


CHART 7-14

AIRSTAFF ASSIGNMENTS 1982-1986 RATED COLONELS



AIRSTAFF ASSIGNMENTS 1982-1986 SPT OFF--COLONELS

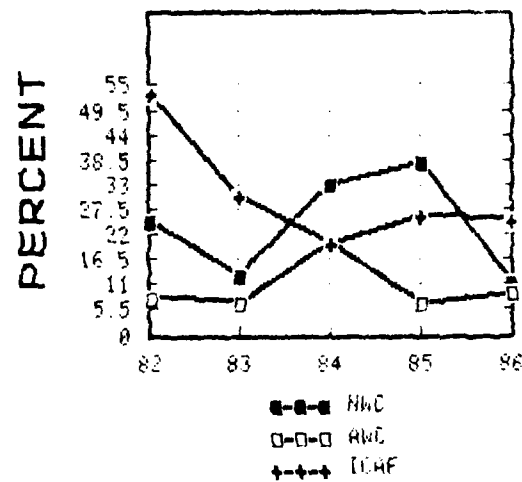
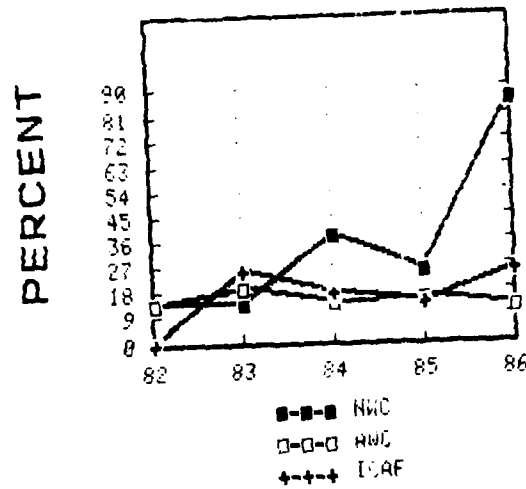


CHART 7-15

AIRSTAFF ASSIGNMENTS 1982-1986 RATED LT COLONELS



AIRSTAFF ASSIGNMENTS 1982-1986 SPT OFF--LT COLONELS

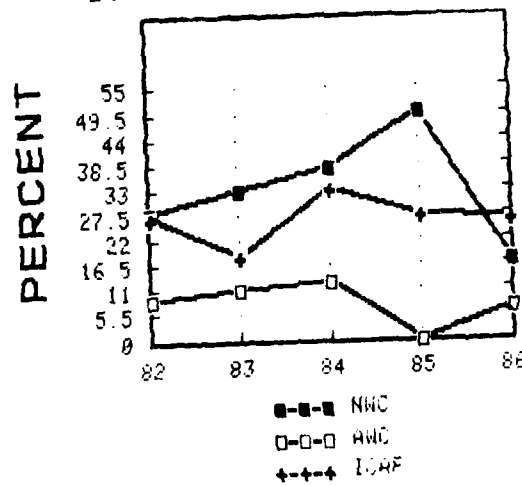


CHART 7-16

JOINT/AIRSTAFF ASSIGNMENTS COLONEL--PILOTS 1982-1986

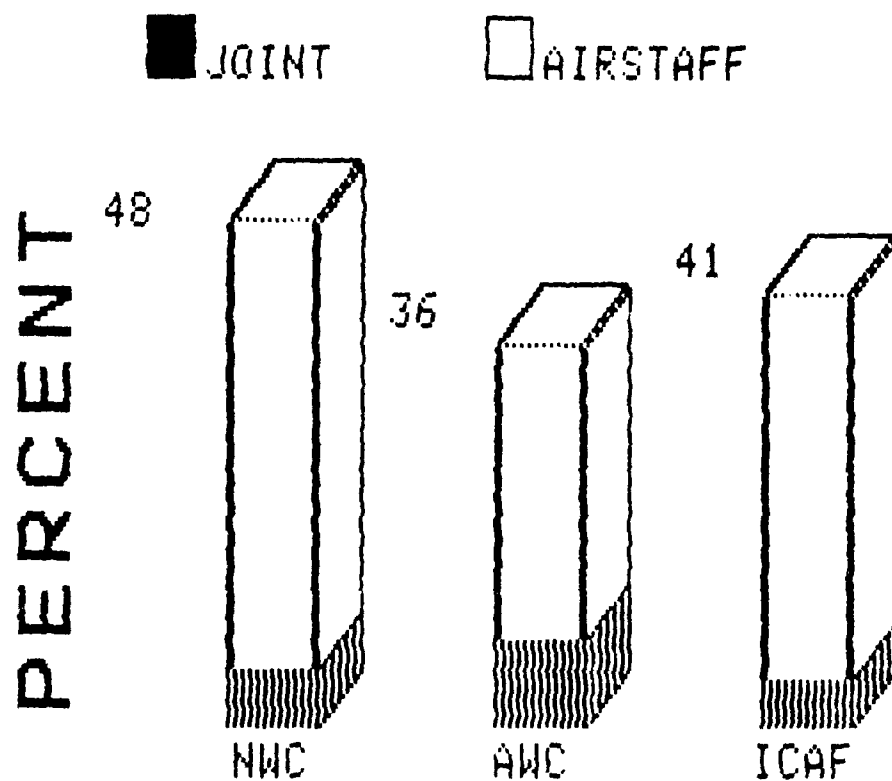


CHART 7-17

JOINT/AIRSTAFF ASSIGNMENTS COLONEL--SPT OFF 1982-1986

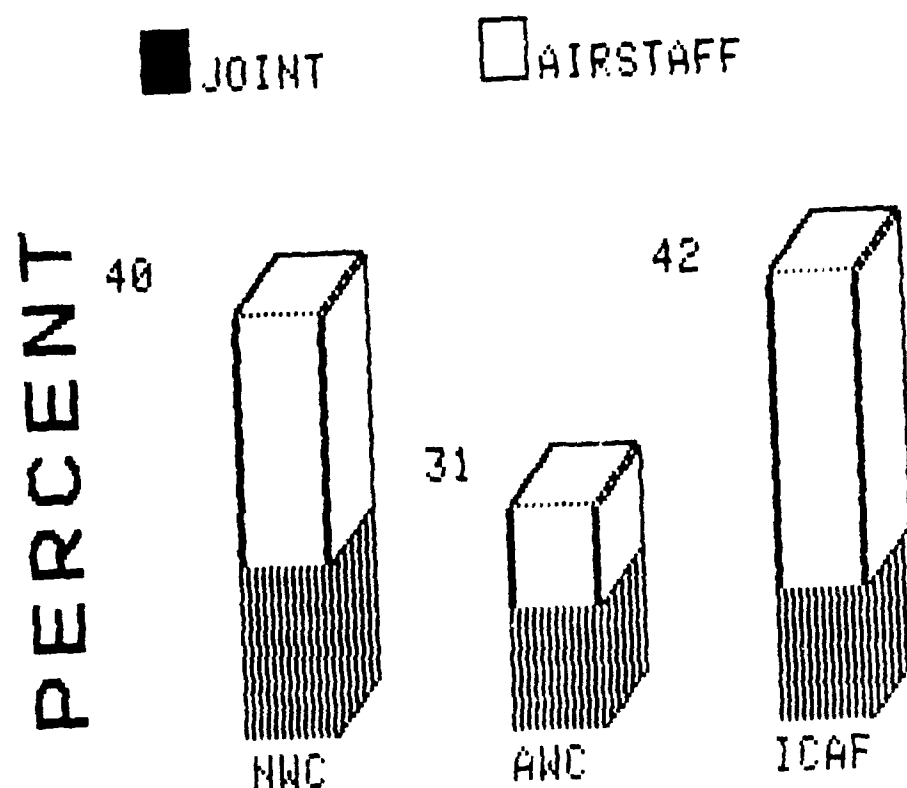


CHART 7-18

JOINT/AIRSTAFF ASSIGNMENTS LT COLONEL-PILOTS 1982-1986

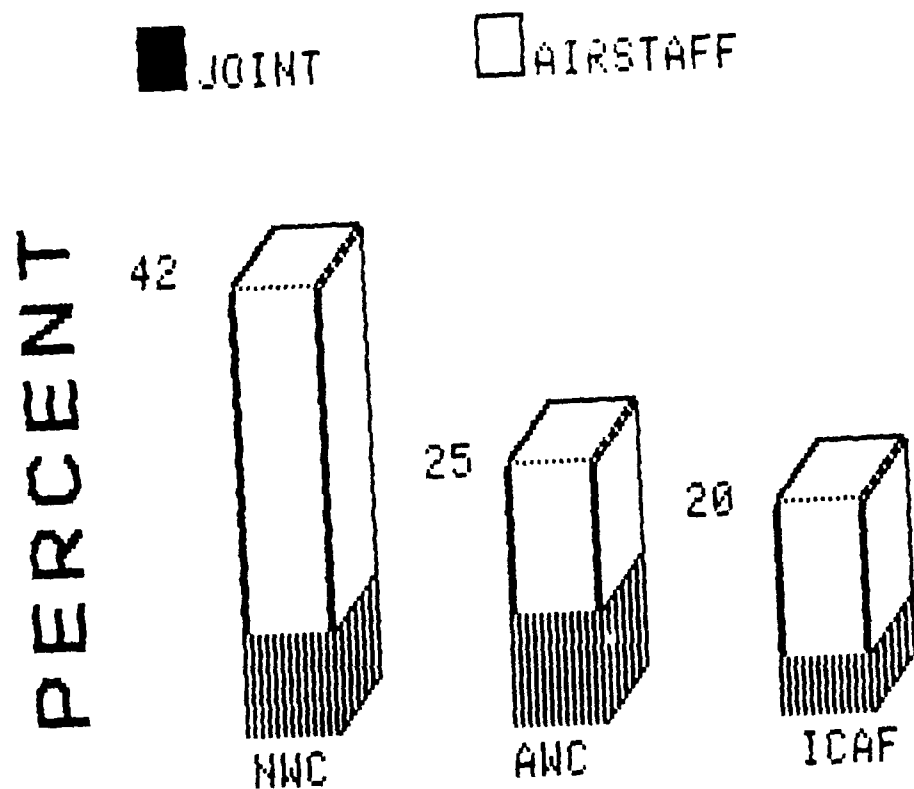


CHART 7-19

JOINT AIRSTAFF ASSTANT CHIEF OF STAFF LT COLONEL --SFC OFF 1982-1986

JOINT
 AIRSTAFF

PERCENT

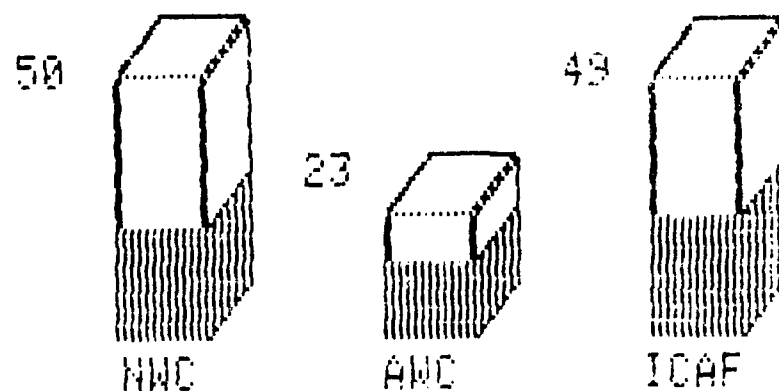


CHART 7-20

Table 7-3 includes combined rated and support officer assignments for all colonel and lieutenant colonel graduates from 1982-1986.

TABLE 7-3
Colonel
Composite
1982-1986

	<u>NWC</u>		<u>AWC</u>		<u>ICAF</u>		<u>OTHER</u>		<u>ARMY</u>		<u>NAVY</u>	
Wing CC	3	2%	1	0%	0		0		0		0	
CV	12	8%	25	6%	10	6%	0		2	4%	6	16%
Gp CC	9	6%	38	9%	10	6%	4	19%	2	4%	4	11%
DO/DM/RM	9	6%	55	13%	10	6%	2	10%	6	12%	2	5%
Joint	13	9%	42	10%	14	8%	5	24%	6	12%	6	16%
Air Staff	55	37%	85	19%	51	30%	1	5%	17	33%	9	24%
MAJCOM	17	11%	78	18%	25	15%	5	24%	11	21%	7	18%
NAF/AD/CTR/PME	19	12%	78	18%	37	22%	2	10%	6	12%	2	5%
WG & Below	<u>12</u>	<u>8%</u>	<u>38</u>	<u>9%</u>	<u>11</u>	<u>7%</u>	<u>2</u>	<u>10%</u>	<u>2</u>	<u>4%</u>	<u>2</u>	<u>5%</u>
	149		440		169		21		52		38	

Lieutenant Colonel
Composite
1982-1986

	<u>NWC</u>		<u>AWC</u>		<u>ICAF</u>		<u>OTHER</u>		<u>ARMY</u>		<u>NAVY</u>	
Gp Cmdr	1	1%	1	0%	0		0		1	4%	0	
Sq Cmdr	9	13%	37	11%	8	7%	0		4	16%	2	7%
ADO	2	3%	7	2%	3	3%	0		1	4%	2	7%
Joint	10	15%	44	13%	22	20%	19	63%	2	8%	7	25%
Air Staff	22	33%	39	12%	27	25%	4	13%	8	32%	4	14%
MAJCOM	7	10%	56	17%	11	10%	3	10%	3	12%	5	18%
NAF/AD/CTR/PME	8	12%	92	28%	27	25%	0		5	20%	3	11%
WG & Below	<u>8</u>	<u>12%</u>	<u>53</u>	<u>16%</u>	<u>10</u>	<u>9%</u>	<u>4</u>	<u>13%</u>	<u>1</u>	<u>4%</u>	<u>3</u>	<u>18</u>
	67		329		108		31		25		28	

The sample size is large enough in this case to make a meaningful comparison of assignments between schools.

As indicated by the table, the percentages for assignment categories are very similar with one exception. On average NWC and ICAF graduates have received a higher percentage of assignments to the Air Staff and Joint arena than Air War College graduates. Table 7-4 and Table 7-5 are provided for a comparison.

Table 7-4

Colonel Composite

	NWC	AWC	ICAF
Joint	13 9%	42 10%	14 8%
Air Staff	<u>55 37%</u>	<u>85 19%</u>	<u>51 30%</u>
Total %	68 46%	127 29%	65 38%

Table 7-5

Lieutenant Colonel Composite

	NWC	AWC	ICAF
Joint	10 15%	44 13%	22 20%
Air Staff	<u>22 33%</u>	<u>39 12%</u>	<u>27 25%</u>
Total %	32 48%	87 25%	49 45%

CHAPTER VIII

FINDINGS AND CONCLUSIONS

The purpose of this research project was to make a comparative analysis of the type and level of initial assignments received by Air Force graduates of senior service school for the five-year period 1982-1986. The initial assignment of every Air Force officer, still on active duty as of 30 September 1986, who graduated from the Air War College (AWC), National War College (NWC), Industrial College of the Armed Forces (ICAF), Army War College, Navy War College, or a foreign school were reviewed, analyzed and documented. The small number of officers attending the Army War College, Navy War college, or a foreign school did not prove statistically significant in any of the assignment categories, and therefore, the data and findings in the study are focused primarily on graduates of AWC, NWC, and ICAF.

The following is a summary of the more predominant findings depicted and addressed throughout the preceding chapters. In effect it is a five-year "snapshot" of the type/level of assignments received by graduates of AWC, NWC, and ICAF:

Wing Commander

This level of assignment was very rare due most likely to the low seniority of most colonel graduates. Only four officers during the period received an initial assignment out of school as a wing commander. Three of these went to NWC

graduates while one went to an AWC graduate. Although two occurred in one year (1984), and both accrued to NWC graduates, the small number of assignments in this category alone does not provide a basis for any clear-cut conclusion.

Wing Vice Commander

Forty-seven graduates received assignments as a vice commander. Although the percentage of officers receiving this type/level of assignment was fairly consistent between the three cited schools, NWC graduates realized a slightly higher opportunity than did AWC or ICAF graduates. However, in terms of raw numbers, nearly three times as many AWC graduates received assignments in this category as did National Defense University (NDU) graduates.

Group Commander

Colonel graduates of AWC received both a higher percentage and a greater number of group commander assignments during the period of this study. Only two lieutenant colonels, one from AWC and one from NWC, received this type/level of assignment.

DO/DM/RM

AWC colonels received a significantly higher percentage of this type/level of assignment than did graduates of NWC and ICAF. The raw numbers provide an even greater contrast: 55 AWC graduates as compared to 9 from NWC and 10 from ICAF.

DOD/Joint

Of interest here is that AWC colonels received a higher percentage and higher number of joint assignments than did both NWC and ICAF graduates. On the other hand, lieutenant colonel graduates of AWC received the lowest percentage of joint assignments while ICAF graduates received the highest. Significant changes will occur regarding this type/level of assignment in future years in light of the DOD Reorganization Act of 1986. For example, only nine percent and eight percent of NWC and ICAF graduates, respectively, went to joint assignments during the period of this study. The requirement is now 50 percent.

Air Staff

One of the more significant findings of this study is the fact that NWC and ICAF graduates received approximately 15-20 percent more assignments to the Air Staff than AWC graduates. This was evident in nearly all categories of officers, i.e., pilots, navigators, and support officers.

MAJCOM

AWC graduates, both colonels and lieutenant colonels, received significantly more MAJCOM assignments than NWC or ICAF graduates. This was consistent over each year of the study. This category and the following one (NAF/AD/CTR/PME) appear to constitute the major offset for the greater percentage of Air Staff assignments received by NDU graduates.

NAF/AD/CTR/PME

Again, AWC graduates received a significantly higher percentage of assignments of this type/level than did NWC graduates. ICAF graduates also received a higher percentage of these assignments than NWC graduates.

Squadron Commander

Only lieutenant colonels were considered for this type/level of assignment. NWC graduates received a slightly higher percentage of these assignments than did AWC and nearly twice the figure for ICAF graduates.

FINDINGS COMPARED WITH PREVIOUS STUDY

The previous study conducted at the Air War College was similar to this study in that it analyzed assignments of Air Force officer graduates of senior service school classes 1975-1982. However, the previous study did not differentiate between colonels and lieutenant colonels, and it used a survey to elicit a subjective indication of satisfaction with assignments received. Our study was designed objectively to examine initial assignments separately for both colonel and lieutenant colonel graduates, and we elected not to use the survey approach. The major findings of the previous study are indicated below along with pertinent comments based on related findings of our study:

(1) AWC graduates do better in being selected for a commander position following graduation than the graduates from

other senior service schools. (The previous study grouped all command positions together.)

COMMENT: Analysis of our data does not support this finding. As discussed above, our research shows that the opportunity for assignment as a commander without regard to the type/level of position was similar for graduates of AWC, NWC, and ICAF. When viewed as a percentage of total graduates by school, NWC graduates did slightly better than AWC graduates for wing commander (NB: There were only four occurrences in this category) and squadron commander positions while AWC graduates did better than NWC graduates for group commander positions.

(2) ICAF and NWC graduates do better in being selected for Air Staff positions than AWC and other school graduates.

COMMENT: Our data and analysis indicate that NWC and ICAF continue to receive higher percentages of assignments (15-20 percent) to the Air Staff than AWC.

(3) The greatest percentage of AWC graduates go to USAF MAJCOM and NAF/AD staff level assignments (AWC 37 percent, NWC 23 percent, and ICAF 29 percent).

COMMENT: Our data and analysis support this finding. Current percentages are as indicated for colonels: AWC 36 percent, NWC 13 percent, and ICAF 37 percent, and for lieutenant colonels: AWC 45 percent, NWC 22 percent, and ICAF 35 percent.

(4) AWC graduates do better than ICAF, NAVY, NATO, and other nation's school graduates in being assigned to Deputy

Commander for Operations positions in terms of absolute numbers, ratios, and percentages. NWC and Army War College graduates do slightly better than AWC graduates in terms of ratios and percent.

COMMENT: See comment for (5) below.

(5) AWC graduates clearly do better than all the other schools in obtaining DM and RM positions.

COMMENT: Our study combined DO, DM, and RM positions, since they constitute largely equivalent responsibilities for both rated and support officers. AWC graduates continue to receive a higher percentage of assignments in these categories.

CONCLUSIONS

While this study does show that the Air Force Personnel System is utilizing senior service school graduates as it should by assigning them to demanding and responsible positions, there are a few notable differences in the distribution of assignments between the various schools. Again, it should be noted that personal preferences of individual officers were not taken into consideration. In addition, the charts depicted throughout this study should not be taken out of context. In many cases, the sample size is extremely small and, therefore, the numerical figures and percentages may not be statistically significant and could lead to erroneous conclusions.

When comparing the type/level of assignments from AWC, NWC, and ICAF, one should also take into consideration the

number of graduates assigned as well as the percentage of total graduates the number represents. In almost every case, AWC has a greater total number of individual assignments by category because of the greater number of graduates to begin with; yet, the percentages often present a far different picture.

Our analysis shows that very few graduates from NWC, AWC, or ICAF received assignments as wing commanders. NWC, AWC, and ICAF graduates (colonel/colonel-select and lieutenant colonel all considered together) received approximately the same percentage of assignments to wing vice commander positions, to group commander positions and to joint positions. Graduates from NWC and ICAF received a significantly higher percentage (15-20 percent) of assignments to the Air Staff than AWC graduates. AWC graduates received a significantly higher percentage of assignments to DO/DM/RM positions than NWC or ICAF graduates. Both AWC and ICAF graduates received a higher percentage of assignments to MAJCOM and NAF/AD/CTR/PME assignments than NWC graduates.

During the five-year period, AWC colonel/colonel-select graduates have received the highest percentage of joint assignments while they have received the lowest percentage of assignments to the Air Staff. Lieutenant colonel graduates from AWC have received approximately the same percentage of joint assignments; however, they have garnered less than half of the percentage of assignments to the Air Staff realized by NDU graduates.

It appears that the distribution of assignments between AWC and NDU has leveled out somewhat during recent years. For example, in 1982, not one of the 25 colonel or colonel-select graduates of NWC received a joint assignment, and only one lieutenant colonel out of 14 graduates received one. In 1986, 7 of 29 NDU colonel or colonel-select NDU graduates received joint assignments.

The DOD Reorganization Act of 1986 will most probably have a large impact on assignments for senior service school graduates beginning in 1987. At the very minimum, the number of NDU graduates receiving joint assignments will significantly increase in 1987. By the same token, the act may result in curtailing the number of graduates from AWC who will receive joint assignments unless AWC is designated a joint school and more billets are designated as joint. Since service in a joint duty assignment and attainment of the "joint speciality" will now directly affect the promotion of many line officers to general/flag rank and will certainly affect the utilization of many general/flag officers, AWC graduates could be at a disadvantage in future years. Therefore, this study will provide an important data base for follow-on studies as to the impact of the DOD Reorganization Act on utilization and assignment of Air Force senior service school graduates.

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